

Thriving Today, Sustaining Tomorrow:

Creating Value Through Responsible Growth

2025 Sustainability Report



Delivering Responsible Growth: URC 70th Anniversary



About the Report

GRI 2-2, 2-3

This sustainability report serves as a key complement to Universal Robina Corporation's (URC) [2025 Annual Report](#), detailing the operationalization of **Responsible Growth** across its planet, people, and product pillars. Moving well beyond compliance, it shows how URC embeds Environment, Social, and Governance (ESG) principles into core operations to drive climate resilience, resource efficiency, and supply chain strength. Ultimately, this report reflects URC's commitment to transparency, accountability, and stakeholder trust, ensuring its expansion creates lasting value for consumers, communities, and the planet.

Reporting Scope

The report covers the period from January 1, 2025, to December 31, 2025.

The economic disclosures encompass the full operations of URC, including the Branded Consumer Foods (BCF) and Agro-Industrial and Commodities (AIC) businesses. Coverage for the environmental and social sections may vary, with specific scope limitations outlined within each respective segment. As URC advances its sustainability journey, the breadth and depth of these disclosures will continue to expand.

Reporting Frameworks

URC structures its sustainability reporting around leading frameworks, aligning non-financial disclosures with the Global Reporting Initiative (GRI) and mapping initiatives against the United Nations Sustainable Development Goals (UN SDGs). To comply with local regulatory mandates, URC adheres to the Securities and Exchange Commission (SEC) guidelines. Furthermore, URC initiated alignment with the SASB Food & Beverage Sector standards in 2025, a strategic integration that will be further detailed as data becomes available.

Additionally, URC categorized its sustainability reporting into a four-pillar framework—People, Planet, Product, and Governance—to categorize its material ESG topics and outcomes.

Contact Details

For comments or inquiries on the report, please contact:

Universal Robina Corporation
8th Floor Tera Tower, Bridgetowne,
E. Rodriguez Jr. Avenue (C5 Road)
Ugong Norte, Quezon City
Phone: +63 2 8516-9888
Website: <https://www.urc.com.ph/>

About the Cover and Title

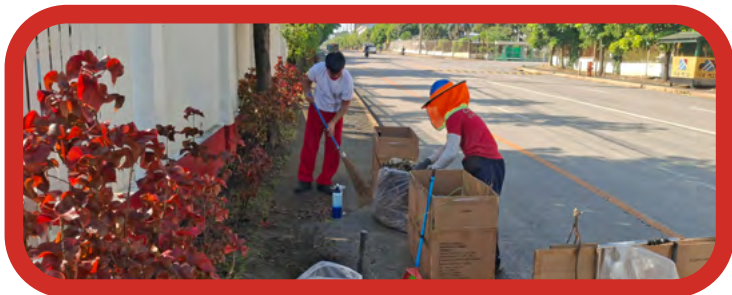
For URC, sustainable growth and business growth are inseparable. As businesses navigate greater uncertainty, resource constraints, evolving regulations, and changing stakeholder expectations, resilience, operational efficiency, responsible business practices, and long-term value creation must go hand in hand.

This thinking shapes URC's 2025 report, **Thriving Today, Sustaining Tomorrow**. With responsible growth as its way forward, the report offers a window into how the Company operates under its responsible growth strategy, building an organization equipped to thrive economically, socially, and environmentally for generations to come.

The cover brings URC's sustainability initiatives to the forefront, giving readers a glimpse of how the Company responds to challenges, creates opportunities, and continues to embed sustainability across its diverse operations.

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Message from the President and Chief Executive Officer

GRI 2-22



To our valued shareholders, partners, employees, and stakeholders,

Welcome to our 2025 Sustainability Report.

Reflecting on URC's journey since our humble beginnings—from developing Blend 45 coffee, or the “Pinoy Coffee” enjoyed by generations of Filipinos, to building a diverse portfolio that spans snack foods and agricultural products—it is inspiring to see how we have transformed from a local manufacturing business into a leading ASEAN food and beverage company whose products have been part of everyday life since the late 1960s.

Throughout decades of market shifts, economic cycles, and evolving consumer preferences, our trajectory has been defined by two distinct qualities: adaptability and an unwavering focus on long-term value creation.

The resilience that allowed us to navigate past challenges is the very force powering our future. Today, that resilience finds its highest expression in our commitment to sustainability, ensuring that the Company we build today continues to nourish lives for generations to come.

The Imperative of Responsible Growth

If 2025 taught us a defining lesson, it is that sustainable growth and business growth are no longer separate paths: they are inseparable.

At URC, sustainability has evolved far beyond a compliance exercise or a set of isolated corporate social responsibility initiatives. It is fully embedded in our core strategy, operational processes, and corporate DNA.

To reflect this reality, we anchor our direction on Responsible Growth, our overarching philosophy that guides how we scale. Responsible Growth matters because it directly supports our long-term business strategy.



“

As we celebrate our 70-year milestone, our history proves that success is not measured solely by short-term gains, but by building a business that thrives economically, socially, and environmentally over the long haul.”

By reducing operational risk, especially considering the hazards of a changing climate, optimizing resource efficiency, and aligning with modern consumer values, it acts as both a shield for our resilience and an engine for future growth.

As we celebrate our 70-year milestone, our history proves that success is not measured solely by short-term gains, but by building a business that thrives economically, socially, and environmentally over the long haul.

2025 Highlights: Creating Value Beyond the Bottom Line

In 2025, we focused our capital and creative energy on areas that drive value far beyond traditional financial metrics:

- **Operational Decarbonization:** Investing in energy efficiency and expanding our renewable energy footprint across key regional manufacturing hubs
- **Resource Stewardship:** Enhancing recycled water ratios and implementing sustainable agricultural practices across our supply chain partners
- **Packaging Innovation:** Transitioning toward circular packaging solutions and reducing plastic usage across our portfolio
- **Data-Driven Accountability:** Ensuring that we are on track with our sustainability targets through the OneURC Sustainability Digital Dashboard (SDD) Portal System. Through the SDD, we can identify inefficiencies early and prioritize high-impact projects

We view sustainability as a competitive advantage. By anticipating risks, resource constraints, reducing waste, and modernizing our operations, we enhance our market adaptability, strengthen brand equity, and ensure operational longevity.

Looking Ahead: Our Vision for the Future

To future-proof URC, we remain firmly committed to building an agile organization. As we look to the coming years, our immediate strategic focus centers on these priorities: accelerating our net-zero milestones by scaling renewable energy projects and driving emissions reduction across operations; deepening our circular economy practices through expanded waste-to-value initiatives and the reduction of our plastic use in operations and product packaging; and expanding our sustainable portfolios by innovating nutrition-conscious, responsibly sourced products that resonate with modern consumers.

As global sustainability standards and consumer expectations rise rapidly, know that URC is not merely reacting to these shifting norms; we are actively adapting our business models to comply with them and stay ahead, as we have in the past.

A Shared Commitment

Because an ambitious vision cannot be realized in isolation, I want to express my deepest gratitude to everyone who makes our progress possible: to our employees for the passion, dedication, and daily execution that bring Responsible Growth to life; to our consumers for placing their trust in our brands every single day; and to our shareholders and partners for their continued belief in our strategic direction and long-term potential. I invite all of our stakeholders to continue walking alongside us on this journey as we drive meaningful impact and responsibly nourish the future.

IRWIN C. LEE
President and
Chief Executive Officer



Message from the Chief Supply Chain and Sustainability Officer



To our valued stakeholders, partners, and colleagues,

Sustainability at URC has undergone a fundamental transformation. What once began as a specialized, standalone function has fully matured into a shared business responsibility owned by every department, facility, and business unit across our Company.

From our Purposeful Transformation initiative in 2016—marked by baseline assessments and awareness campaigns in 2018, target setting in 2023, and the refinement of the Live Sustainability, Live URC framework in 2024—we are now reaping the rewards of our efforts and setting the tone for our next phase.

In 2025, we translated our commitment to **Responsible Growth** into daily action through robust governance, clear targets, cross-functional collaboration, and deep operational integration. We treated sustainability as a core function woven directly into our everyday business decisions. It is also how we managed performance, drove efficiency, and built long-term value.

Activating Responsible Growth in Operations

Sustainability considerations are deeply embedded across our operations, optimizing efficiency through our manufacturing excellence programs, guiding capital allocation and supply chain procurement, and anchoring our product innovation pipelines and risk management to safeguard long-term business resilience.

In manufacturing, we are seamlessly integrating resource efficiency and the development of renewable energy sources, such as bio-ethanol and biomass cogeneration, directly into our operations.

In distribution, we leverage a resilient supply chain across the Philippines and the ASEAN region to export to 50 countries, embedding sustainable procurement and delivering iconic brands in reduced-plastic packaging without compromising quality or food safety.

At the consumer touchpoint, we deliver trusted products across modern trade, general trade, food service, and retail channels worldwide through an integrated, multi-market distribution network.

In product development, we align our formulations with the URC Wellness Criteria, directly incorporating World Health Organization (WHO) nutritional guidelines and ASEAN population health data to ensure higher product standards.

To ensure accountability, we have strengthened our governance structures and integrated key sustainability performance indicators, such as the Energy Use Ratio (EUR) and Water Use Ratio (WUR), directly into our regular business reviews and operational scorecards.

Through these integrations, URC successfully operationalized responsible growth, proven by our milestones.

2025 Highlights and Performance Milestones

In 2025, our operational focus delivered tangible, measurable progress across our Environmental, Social, and Governance (ESG) commitments, targeting key areas in our Responsible Growth framework: Planet, Product, and People.

Environmental Stewardship

Through optimized operations, we reduced our EUR by 4.06% year-over-year, keeping us firmly on track for a 30% reduction by 2030. Simultaneously, our WUR reached 5.28, maintaining steady progress toward our 2030 water efficiency goals of 40% less WUR against the 2020 baseline. To address packaging waste, we accelerated our plastic lightweighting initiatives to support full plastic neutrality by 2030.

Responsible Sourcing and Product Wellness

We hit a major milestone by sourcing 100% of our chipping potatoes from Good Agricultural Practices (GAP)-certified suppliers, while remaining on target for 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm olein by 2030. At the same time, portfolio reformulations delivered exceptional results against the URC Wellness Criteria—100% of products met at least one wellness standard, with 85% achieving three and 51% meeting four.

Health, Safety and People Development

Prioritizing our workforce, we recorded a Lost-Time Injury Frequency Rate (LTIFR) of 0.53 as we push toward zero workplace injuries. Furthermore, our employees completed an average of 36.87 training hours, significantly surpassing our 24-hour target and proving our deep commitment to continuous professional growth.

These milestones—our measured results—are testaments to our continued commitment to operational excellence, embodying Responsible Growth every step of the way. We are proud to be on track toward our resource efficiency goals, while having already achieved our responsible sourcing target and exceeded our people development metrics.





Key Lessons and Looking Ahead to 2026

Our progress in 2025 showed that sustainability transformation relies on strong cross-functional collaboration, robust data systems, and sustained leadership commitment.

Operational excellence is realized when **compliance** serves not as a boundary but as a foundational standard that drives institutional trust.

Eco-efficiency is unlocked when resource optimization and decarbonization are directly embedded into business operations, turning energy and water reduction into structural competitive advantage.

Impact is highest when sustainability is not treated as an add-on but is integrated into existing business priorities, backed by clear accountability structures.

As we look toward 2026 and beyond, our primary operational challenge is accelerating the integration of sustainability requirements across a rapidly changing regulatory landscape and diverse markets. Meeting emerging disclosure expectations and scaling consistent practices requires us to double down on building digital reporting systems, strengthening data governance, and upskilling our workforce.

By leveraging these lessons, we are strengthening our governance, improving our data accuracy, and standardizing processes to ensure compliance while continuing to unlock commercial value.

A Collective Commitment

Responsible growth requires synergy and the dedication of every business unit, plant worker, supplier, and partner across the URC ecosystem. I extend my deepest gratitude to the teams driving these changes on our factory floors and across our regional offices. Your daily discipline converts our strategy into measurable impact.

To our partner organizations, suppliers, and communities, thank you for your continued collaboration and support, which has helped us grow and deepen our sustainability efforts over the years. Together, we remain steadfast in our commitment to building an adaptable, efficient, and deeply trusted URC that delivers responsible growth for years to come.

JESSELYN P. PANIS

Chief Supply Chain and Sustainability Officer



Performance Highlights

2025 at a Glance

Compliance

GRI 202-1, 403-9, 416-2, 417-2, 418-1
SASB FB-PF-270a.3

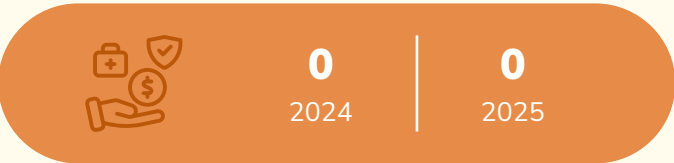
Food Safety

Complaints on product or service health and safety



Consumer Safety

Complaints on Products and Labeling



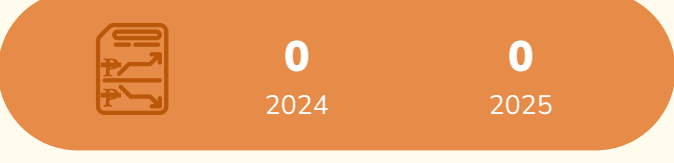
Safety

Lost Time Injury Frequency Rate (LTIFR)



Governance

Number of Data Breaches, Including Leaks, Theft, and Data Loss



Economic Performance

Direct Economic Value Generated (PHP Million)



Eco-Efficiency

GRI 102-8, 301-1, 303-4, 303-5, 306-3, 306-5
SASB FB-PF-130a.1, FB-PF-140a.1

Energy

Energy Use Ratio (GJ/MT)



GHG Emissions

GHG Intensity (tonnes CO₂e/MnPHP)



Water

Water Use Ratio (m³/MT)



Water Recycled and Reused (m³)



Waste

Total Waste Generated (Tonnes)

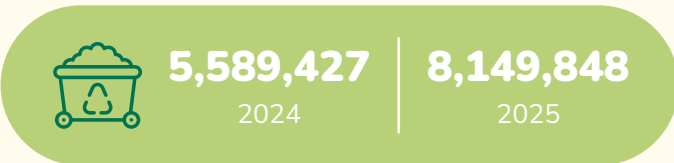


Percentage of Waste-to-Landfill (WTL)



Materials

Renewable (Tonnes)



Non-Renewable (Tonnes)



Impact

GRI 2-30, 203-2, 404-1, 405-1
SASB FB-PF-430a.1

Food Safety

Products which passed URC's wellness criteria

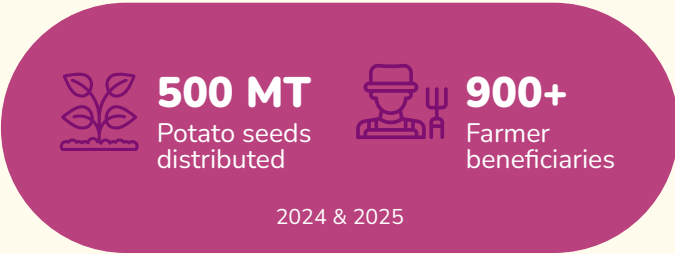


Farmer Programs

Kabalikat Program

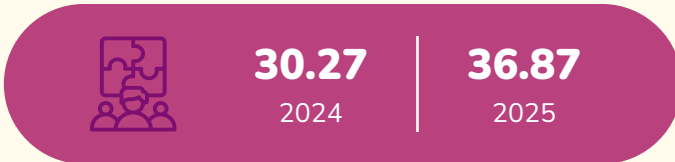


Sustainable Potato Program

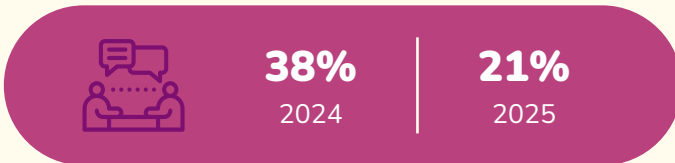


Employee Development

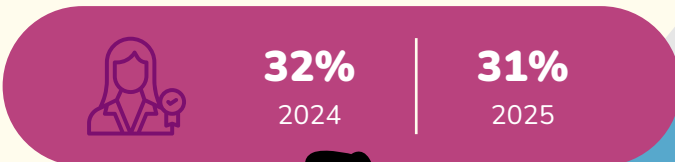
Average Training Hours Provided to Employees (Hours/Employee)



Employees Covered by Collective Bargaining Agreements



Percentage of Female Workers in the Workforce



About URC

GRI 2-1, 2-6

Company Overview

URC, the first Philippine multinational, is one of the leading snack food and beverage companies in the Association of Southeast Asian Nations (ASEAN) markets with operations across the Philippines, Thailand, Vietnam, Malaysia, Indonesia, and China. Founded in 1954 by John Gokongwei Jr., it launched its first product—Panda Corn Syrup—in 1956, laying the foundation for seven decades of consumer trust, innovative products, and iconic brands.

Building on its 70-year legacy of resilience, URC has successfully evolved into a diversified enterprise covering

branded consumer foods, agro-industrial commodities, and renewable energy. As the Company navigates shifting consumer demands, industry trends, and climate-related risks, URC is now entering its next phase of expansion through a strengthened commitment to Responsible Growth, a business philosophy that builds on the Company's long-standing sustainability efforts and connects URC's rich heritage with forward-looking initiatives—embedding disciplined governance, operational efficiency, and sustainable impact into every facet of how it operates, innovates, and delivers long-term value.



PURPOSE

Why We Exist

Delight everyone with good food choices.



VALUES

How We Show Up

Put people first. Dare to do. Move forward fast. Own it.



AMBITION

Where We Are Going

We are a sustainable global enterprise of world-class talent.

Giving everyone access to high-quality, planet-friendly products.

Enhancing the lives of our employees, customers, consumers and communities.



Embedding Responsible Growth in the Business Process

At URC, embedding Responsible Growth into everyday business processes is not a separate initiative; it is the direct outcome of living the Company's Purpose, Values and Ambition. Driven by eco-efficiency initiatives, creating positive impact, and ensuring compliance, URC's growth strategy integrates responsible business practices into how the Company operates and makes decisions, strengthening market leadership and resulting in long-term value creation.

URC's Responsible Growth strategy is also aligned with the Company's ESG pillars: People, Planet, Product, and Governance.

Responsible Growth Driver	Operational Strategy	Outcomes
 Compliance	URC is innovating for tomorrow by integrating a broader range of product options and tailoring offerings to meet regional nutrition needs, while upholding rigorous governance standards across borders.	Portfolio Strengthening This strict compliance directly elevates URC's sustainability results. By consistently delivering safe, nutrition-aligned products, URC builds brand trust, deepens consumer loyalty, and reinforces the commercial value of responsible regional growth.
 Eco-efficiency	URC embeds resource efficiency, clean energy generation, and packaging lightweighting directly into its expansion. By aligning sustainable execution with volume growth, the Company proves that market leadership reinforces environmental stewardship, strengthens operational agility, and drives long-term financial resilience across its global business processes.	Accelerating Volume-Led Growth URC posted sales of PHP 45.3 billion for the three months ending March 31, 2025, up 7% versus the same period last year, driven by strong volume-led growth across most divisions.
 Impact	URC operationalizes ASEAN expansion by establishing localized sourcing hubs that build resilient supply chains, support regional farmers, generate local employment, cut transport emissions, and deliver skills training across all market operations.	Regional Expansion URC continues to strengthen its position in ASEAN markets through its Branded Consumer Foods' international operations and regional brand portfolio.

In celebrating 70 years of success, URC recognizes a changed global landscape marked by unfolding climate realities, supply chain volatilities, and shifting consumer expectations. As traditional growth models are no longer sufficient, URC's Responsible Growth future-proofs the business by securing vital raw materials, safeguarding operations, and empowering people and communities to continue delivering delightful products.

URC operationalizes sustainability through its Responsible Growth Framework. From product manufacturing and delivery to its global network spanning 50 international markets, the Company embeds Responsible Growth across its Branded Consumer Foods (BCF) and Agro-Industrial and Commodities (AIC) business, as well as throughout the broader supply and value chain.

Driven by Purpose: Crafting Products that Bring Joy

GRI 2-6

URC’s purpose to delight everyone with good food choices sets the baseline for responsible operations. To deliver good choices, URC integrates sustainable sourcing, nutrition-conscious product design, and strict quality control directly into its BCF and AIC business. Through these specialized divisions, URC creates a system that drives resource efficiency, social empowerment, and sustainable product innovation.

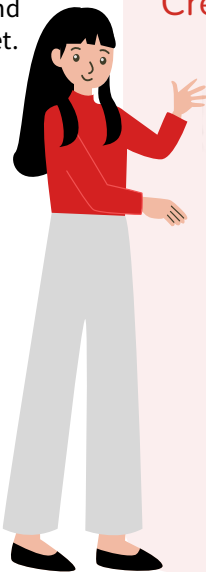
Branded Consumer Foods

BCF comprises well-established household snack-food brands, including savory chips, candies, chocolates, biscuits, cakes, and noodles, as well as beverages, which are segmented into powdered and ready-to-drink options.

The BCF segment drives URC’s responsible growth by pairing environmental sustainability with operational efficiency across its entire value chain, lowering utility expenses, optimizing resource use, and hedging against grid disruptions.

Upstream, programs like the Sustainable Potato Program support local farmers, which secures a reliable, high-quality local crop supply while shortening lead times and insulating the business from global trade disruptions. Downstream, URC continuously reformulates its products using internal wellness criteria and strict food safety standards, proactively positioning the Company ahead of tightening health regulations and shifting consumer preferences.

Ultimately, integrating these targeted initiatives strengthens operational resilience, minimizes risk, and drives long-term value creation from source to market.



Ready-to-drink Beverages

Tea



RTD Coffee



Energy Drink



Plant-based



Water



Powdered Beverages

Coffee



Creamer



Chocolate

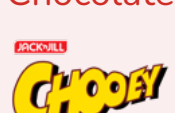


Snack Foods

Snacks



Biscuits



Cakes



Pouch Noodles



Cup Noodles



Pasta



Agro-Industrial and Commodities

The AIC segment comprises the Agro-Industrial Group (AIG), which operates the pet food and core animal feed business, the Sugars and Renewable division, and the Flour division.

With agricultural products being the core of the segment, the AIC advances circularity by transforming farm waste into useful biogas to power its operations. These are further supported by responsible livestock production, which involves strict wastewater treatment and methane recovery. These eco-efficient initiatives significantly lower utility overhead, optimize resource recovery, and reduce environmental compliance risks.

AIC also drives social upliftment and supply chain stability through Project Salig and the Kabalikat Program, which empower local farmers. Additionally, the Flour Bida sa Masa supports local entrepreneurs and bakers with business development assistance and specialized skill-building. These initiatives create consistent supply, strengthen customer loyalty, secure long-term market demand, and foster economic resilience across the broader ecosystem.

Commodities

Farms

ROBINA

Commercial Table Eggs
(Fresh & Specialty Eggs)

Live Hogs, Fresh Carcass,
& Meat Cuts

Processed Meats

Ready to Eat

Flour



Sugar and Renewables

Raw Sugar

Refined Sugar

Molasses

Bioethanol

Power Export

Liquid CO₂

Extra Neutral Alcohol

Rectified Spirit



Animal Nutritional and Health

Feeds



Animal Health



Disinfectants



Staying True to Ambition: Building a Sustainable Global Enterprise

GRI 2-6

URC’s value chain aims to drive responsible growth from production to consumption, beginning with its operations and manufacturing, and culminating with customers and consumers receiving URC’s diverse products through various retail channels.

Operations and Manufacturing

Operational Scope: URC operates multi-country facilities producing a diverse, high-quality product portfolio across the region.

Sustainability Enablers: Operations seamlessly integrate resource-efficiency measures and renewable energy solutions, including bio-ethanol production and biomass cogeneration.



Distribution and Market Access

Operational Reach: URC leverages a strong regional footprint across the Philippines and ASEAN to export iconic brands to 50 countries through a resilient supply chain.

Sustainability Enablers: Strengthens market delivery through sustainable procurement, uncompromised product quality and food safety standards, and ongoing plastic-reduction initiatives.

Customers and Consumers

Operational Reach: URC delivers trusted consumer products globally through a broad distribution network encompassing modern trade, general trade, food service, export markets, and retail channels.

Sustainability Enablers: Formulates food products using the URC Wellness Criteria to ensure nutritional content meets WHO guidelines and aligns with ASEAN population health data.

URC’s Value Chain System

From manufacturing until the products reach the consumer, URC’s value chain operates within a framework of sustainable and responsible practices. This begins with a leadership directive grounded in strong business governance and ethics, empowering URC’s people, planet, and product portfolio.

Sustainable and Responsible Operations



Corporate governance and business ethics



Employee development



Local communities



Putting Values into Action: From Sustainability to Responsible Growth

GRI 2-12, GRI 2-13

Over the years, URC has evolved beyond basic compliance to embrace sustainability as a core business responsibility—one that safeguards the planet while building lasting value for people and communities. From early awareness campaigns in 2018 to the refined *Live Sustainability, Live URC* framework in 2024, the Company has steadily embedded sustainability into its operations and growth. Today, URC advances a purpose-driven strategy that integrates environmental stewardship, social impact, and responsible business practices across its value chain, bringing Responsible Growth to life.



1

Sustainability introduction

URC's Purposeful Transformation began in 2016, followed by baselining exercises and awareness campaigns in the Branded Consumer Foods Group - Philippines (BCFG PH) in 2018.

2

Setting goals and focus areas

From 2019 to 2021, URC established its foundational sustainability measures by setting long-term strategies.

In 2019, it developed Key Performance Indicators (KPIs), created long-term sustainability strategies, and expanded baseline coverage to BCFG International.

In 2020, the Company integrated operational sustainability, renewed three-year strategic plans, added Flour to its baseline scope, and accelerated responsible sourcing for key ingredients.

By 2021, URC established six core Sustainability Focus Areas, adopted TCFD recommendations, and broadened its disclosure scope across administrative and business units.

3

Sustainability integration review and target setting

URC advanced its sustainability governance in 2022 through a comprehensive materiality review and the creation of the Sustainability Transformation Office (STO), partnering with S&P Global Trucost to refine priorities and close target performance gaps.

To embed this focus at the board level, the Company expanded the Corporate Governance Committee's mandate and renamed it the Corporate Governance and Sustainability Committee.

Alongside these structural changes, the STO instituted quarterly reviews to update water and wellness targets while driving key packaging and climate action programs in 2023.

4

Action and monitoring

To solidify the roadmap for sustainability actions, URC introduced the *Live Sustainability, Live URC* framework (People, Planet, Product, and Governance), and proceeded with the transition of STO to the Sustainability Steering Committee (SSC).

5

Strong foundations generate results

URC's strengthened resource conservation initiatives, driven by its Responsible Growth framework, delivered tangible gains in 2025. Through these measures, URC reduced resource use, generated financial savings, and achieved milestones that bring the Company closer to its ESG goals.



Responsible Growth Framework: Focus on resource efficiency delivers results

Expansion of solar power facilities across sites



Replacement of energy-intensive machines with more efficient alternatives



Eliminated the use of single-use plastic bags for raw materials storage



Turning animal waste into electricity and fertilizer



Anchoring Direction to Responsible Growth

Putting Responsible Growth at the center of its operations directly strengthens URC’s long-term competitiveness. Aligning resource efficiency, climate resilience, and ethical sourcing with core business goals mitigates operational risk and insulates the supply chain against market volatility. Reduced utility expenses, high-value retail partnerships, and deeper consumer trust demonstrate how URC transforms environmental stewardship into a durable engine for future growth.

URC built an institutionalized, data-driven governance framework to systematically track and manage sustainability across its operations, shifting toward strategic, cost-saving efficiency while mitigating supply chain risks and aligning with global standards. By embedding these capabilities, URC has established the operational foundation to separate commercial expansion from increased resource use, enabling sustainable, long-term market growth with lower environmental impact and reduced costs.

Responsible Growth Framework

Developed to respond directly to evolving market realities, industry shifts, and pressing stakeholder needs, the **Responsible Growth** framework guides the Company’s business operations and expansion, ensuring growth is balanced with greater operational resilience, resource efficiency, and stakeholder trust. Its tri-pillar approach tackles the topics most relevant to URC and provides a clear structure for advancing Responsible Growth across the business.



 I. Compliance Upholding rigorous standards in Food Safety, Workplace Safety, and Corporate Governance	Food Safety
	Safety
	Governance
 II. Eco-efficiency Optimizing Energy Usage Ratio (EUR) and Water Usage Ratio (WUR), while minimizing waste and Greenhouse gas (GHG) emissions through decarbonization and circularity	Energy Usage Ratio
	Water Usage Ratio
	Waste
	GHG Emissions
 III. Impact Driving positive change through community and employee development	Community
	Local Procurement
	Farmer Programs
	Employee Development

Ultimately, URC believes that long-term competitiveness depends on growing responsibly: minimizing its environmental footprint while maximizing positive social and financial value, and translating frameworks into concrete action, which begins with strong executive governance.

Translating the Framework Into On-the-Ground Initiatives

GRI 2-9, GRI 2-12, GRI 2-13

At the core of URC’s Responsible Growth framework lies Governance and Management. These form the essential foundation that enables the transformation of commitments from high-level aspirations into operational reality.

At URC, governance structures and policies translate into accountability by embedding economic, environmental, social, and governance (EESG) performance metrics and sustainability targets directly into KPIs for executive leadership and operational managers across business units.



Responsible Executive Leadership

Management teams then translate board directives into actionable workflows, integrating climate risk assessments, resource efficiency criteria, and social standards directly into capital expenditure decisions, project evaluations, and procurement protocols.

Sustainability governance in URC begins at the topmost level. The **Corporate Governance and Sustainability Committee (CGSC)**, composed entirely of three independent directors, assists the Board of Directors in overseeing the Company’s corporate governance framework and sustainability agenda. The CGSC provides oversight of the economic, environmental, social, and governance (EESG) aspects of the Company’s sustainability strategy and performance.

At the management level, the **Sustainability Steering Committee (SSC)**, chaired by the President and Chief Executive Officer, leads the execution of the Company’s sustainability strategy and initiatives across the organization.

Sustainability and climate-related matters are regularly reported to the CGSC by the Chief Supply Chain and Sustainability Officer. Significant sustainability and climate-related risks are likewise elevated, when appropriate, to the **Board Risk Oversight Committee** for further review and monitoring.



Stakeholder Engagement

GRI 2-29

As URC translates Responsible Growth into action, meaningful stakeholder engagement helps ensure that its priorities remain responsive to the expectations and needs of those across its value chain. While executive leadership sets high-level aspirations, stakeholder engagement shapes URC’s material topics through active dialogue with internal and external partners. This collaboration surfaces key ESG priorities and provides insights that inform strategy, guide business decisions, and drive continuous improvement.

URC engages its stakeholders through communication channels tailored to their respective interests and information needs. These include surveys and feedback mechanisms, meetings and consultations, interactive workshops, training sessions, and dedicated stakeholder forums. Key insights and recurring stakeholder priorities gathered through these engagements help the Company better understand stakeholder expectations and the issues that matter most to them.

Key Stakeholder Groups

Investors and Shareholders

Employees

Consumers

Customers and Distributors

Communities

Suppliers and Business Partners

Government Agencies and Regulators

Recognizing that stakeholder expectations evolve over time, the Company maintains ongoing engagement through established communication channels to strengthen stakeholder relationships, support informed decision-making, and continuously enhance its sustainability initiatives. The insights gathered through these ongoing engagement activities support the Company’s sustainability governance and provide valuable inputs for the continuous evaluation of its priorities and material topics.

Engagement Methods

Surveys and feedback mechanisms

Meetings and consultations

Interactive workshops

Training sessions

Dedicated stakeholder forums



Material Topics

GRI 3-1

Selecting material topics is foundational to Responsible Growth. A focused materiality assessment ensures sustainability strategies are meaningful, targeted, and aligned with core business realities and stakeholder expectations. To create its 2025 list of material topics, URC employed a five-step process that considered industry benchmarks, previous reports, and evolving regulatory requirements within its operating context.



1. Review of Relevant Materials
To review and update its material topics, URC conducted a comprehensive impact-based analysis of key reference materials in 2025. This included the Company’s previous sustainability reports, internal corporate references, and peer benchmarks within the food manufacturing and fast-moving consumer goods (FMCG) industry.

In 2025, the review also considered the Company’s Responsible Growth framework to ensure that material topics remain aligned with URC’s strategic priorities, business direction, and long-term business strategy.

2. Impact Identification
Building on these inputs, URC reviewed and refined its sustainability topics to reflect the Company’s actual and potential economic, environmental, and social impacts across its operations and value chain.

The review resulted in an updated set of material topics reflecting the issues most relevant to URC’s impacts, business priorities, stakeholders, and the evolving business environment.

Changes from previous years reflect the continued evolution of URC’s sustainability priorities in response to emerging issues and changes in its business context.

3–4. Assessment, Alignment, and Validation
The reviewed topics and their associated impacts were assessed based on the significance of the impacts and aligned with the latest GRI Standards. The results were then reviewed and validated by the management to confirm the Company’s material topics.

The confirmed topics were also reviewed against URC’s Responsible Growth Framework and its strategic pillars of Compliance, Eco-efficiency, and Impact.

5. Establishment and Integration
The confirmed material topics provide the foundation for URC’s sustainability strategy, reporting disclosures, and the management of its significant impacts. They also help guide the Company’s sustainability priorities and implementation of the Responsible Growth Framework.



2025 List of Material Topics

GRI 3-2

Responsible Growth Pillar	Focus Areas	Material Topics	ESG Pillar
 I. Compliance	Food Safety	- Product Quality and Food Safety - Marketing and Labeling	Product
	Safety	Occupational Health and Safety	People
	Governance	- Corporate Governance and Business Ethics - Customer Privacy and Data Protection (including Cybersecurity)	Governance
 II. Eco-efficiency	Energy Usage Ratio	Energy Management	Planet
	Water Usage Ratio	Water Management	
	Waste	- Waste Management - Sustainable Packaging^a	
	GHG Emissions	GHG Emissions	
 III. Impact	Community	Local Communities	People
	Local Procurement	- Procurement Practices - Supply Chain Management	
	Farmer Programs	Sustainable Agriculture^a	
	Employee Development	- Employment - Training and Education - Diversity and Equal Opportunity^a	

^aNew material topic identified in 2025 as part of the Company’s updated materiality assessment.

These material topics provide the foundation for URC’s sustainability strategy, reporting disclosures, and management of its significant impacts. They also help guide the Company’s sustainability priorities and implementation

of the Responsible Growth framework. To ensure accountability across these priorities, URC establishes targets to track progress toward its commitments, in line with its Sustainability Roadmap 2021–2030.

Outlook and Targets: Accountability Through Milestones

GRI 2-22

Progress towards concrete targets serves as the true measure of Responsible Growth. By translating URC’s ambitions into targets and attaining measurable results, the Company reinforces its commitment to environmental stewardship, ethical governance, and value creation for all stakeholders.

URC’s Sustainability Roadmap consolidates past lessons with its future goals for the planet and the communities it serves. This strategy traces its lineage back to the 2016 Purposeful Transformation plan, which was designed to meet stakeholder needs and drive greater ambitions for the Company.

Sustainability Roadmap 2021–2030

Inspire

Mid Term
Strengthen stakeholder engagement and harmonize standards, policies, and systems aligned with our organizational direction toward sustainable business.

This includes further improving the efficiency of our water and energy usage and waste management in manufacturing.

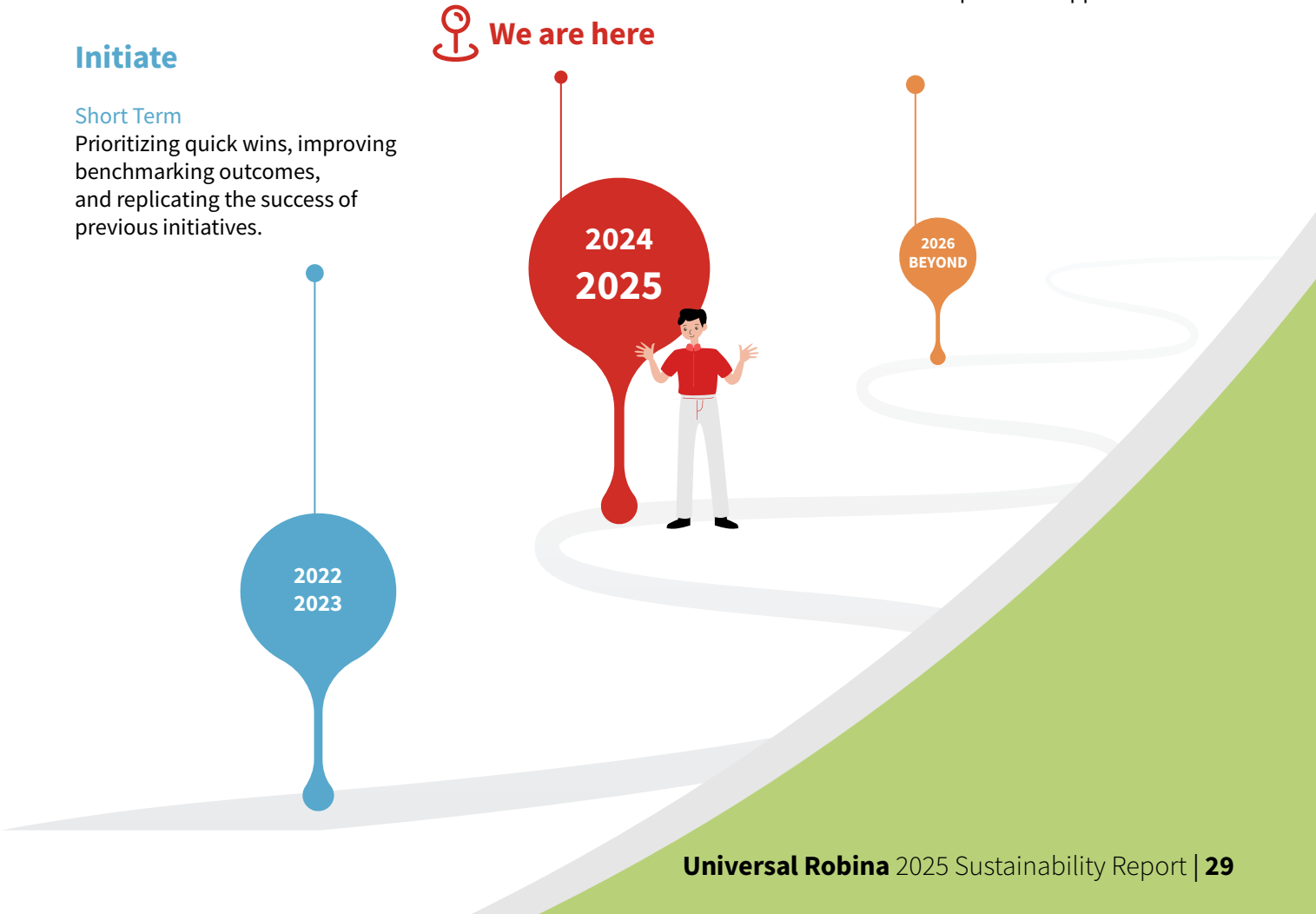
Integrate

Long Term
Aside from establishing a sustainable value chain by the year 2030, URC also aims to ensure a deforestation-free supply chain and source and procure key inputs from responsible suppliers.

Initiate

Short Term
Prioritizing quick wins, improving benchmarking outcomes, and replicating the success of previous initiatives.

We are here



2030 Commitments

GRI 2-1, 2-6, 2-22

URC’s 2030 commitments drive its sustainability and responsible growth strategy across key operational pillars including People and Communities, Climate Action, Water, Product, Packaging, and Sourcing. By setting ambitious targets, URC reinforces long-term dedication to environmental stewardship, social sustainability, and sustainable growth.



People and Communities

We will make people’s lives better by promoting a safe workplace, creating a learning environment for all, and engaging stakeholders in the communities where we operate.

Zero Lost Time Injury Frequency Rate
24 training hours/employee every year
10% increase in volunteers and beneficiaries every year



Climate Action

We will move towards a low-carbon economy by optimizing the use of renewable energy and using offset mechanisms to reduce the impact of GHG emissions.

Net Zero by 2050
30% Energy Use Ratio reduction by 2030 vs 2020



Water

We will use water responsibly and safeguard its resources.

40% Water Use Ratio reduction by 2030 vs 2020



Product

We will improve choices in our product portfolio with quality, healthy, and nutritious choices.

100% of total products to pass at least 3 wellness criteria by 2030



Packaging

We will reduce our packaging footprint and promote a circular economy.

Plastic Neutrality by 2030



Sourcing

We will promote responsible sourcing of key ingredients (e.g., palm olein, chipping potato, coffee, cocoa, and corn)

100% GAP-certified potato
100% RSPO-certified palm olein
50% Responsibly sourced coffee + cocoa



Geographic Presence: Scaling Responsible Growth

URC’s expansive geographical footprint allows the Company to scale and extend its initiatives, amplifying local supply chains and resource efficiency throughout every region it serves.

Total URC Facilities

- 5 International Sales Offices / Exclusive Distribution Presence
- 36 Branded Consumer Foods Group / Warehouse and Manufacturing
- 4 Animal Nutrition & Health Facilities
- 23 Commodities Facilities

Global Distribution Network

GRI 2-6





Responsible Growth Focus Areas

Operationalizing URC's Responsible Growth Framework





Planet

Reducing Impact, Optimizing Growth with Eco-Efficiency

GRI 3-3

Facing urgent environmental challenges, URC advances Responsible Growth by embedding sustainability deeply into corporate culture, operations, and supply chain. Through cross-functional collaboration and projects such as machinery optimization, solar installations, and resource and materials efficiency and conservation projects, the Company optimizes the management of energy, water, and waste across its operations.

Equipment optimization maximized facility efficiency, contributing to reduced maintenance costs and minimizing downtime while directly lowering fuel and electricity consumption. Renewable energy investments supported energy independence and shielded operations from outages, while material conservation projects reduced disposal costs and captured recycled value while ensuring regulatory compliance. Coupled with water-saving projects, URC's initiatives helped lower utility costs, maximize operational efficiency, and transform environmental stewardship into a lasting competitive advantage.



Learn about URC's initiatives on:

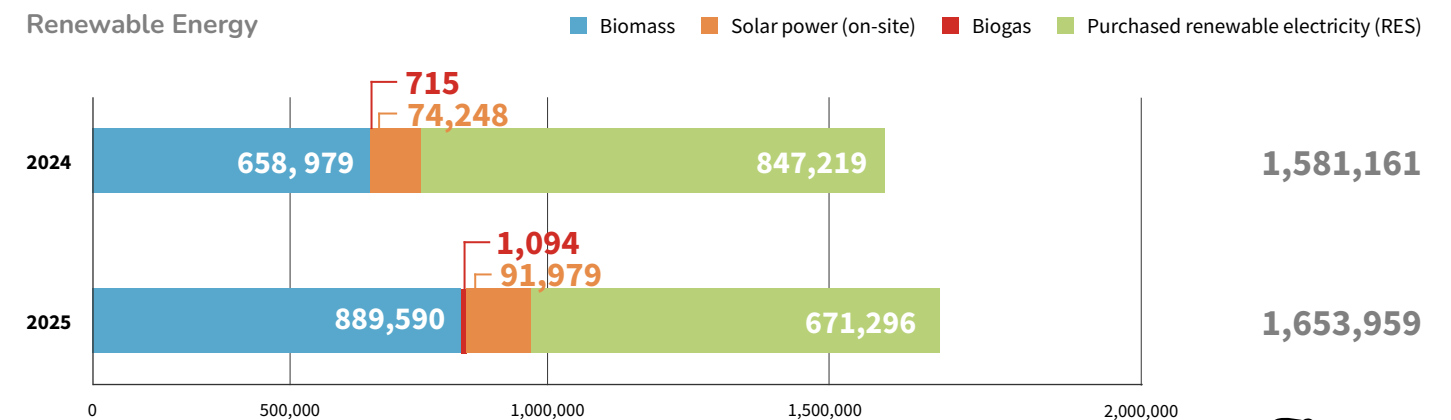
- Energy and GHG Emissions
- Decarbonization
- Climate Risks and Resilience
- Water Stewardship
- Materials and Circularity
- Waste Management

Optimizing Energy Performance Across Operations

GRI 2-4, 103-2
SASB FB-PF-130a.1

Energy and GHG Emissions

Energy Consumption within the Organization (GJ)^a



Non-renewable Energy

Energy Source	2024	2025
Non-renewable electricity	873,634	983,990
Fossil fuels	4,595,754	4,450,848
Total energy consumption	7,050,549	7,088,797

^aData covers URC operations, including BCF-PH, Flour, SURE, AIG, Packaging, head offices, external distribution centers in the Philippines, and BCF-INT (excluding China). Renewable energy includes on-site renewable generation and purchased renewable electricity, while fossil fuels comprise fuels used in operations and company-owned vehicles. The Energy Use Ratio (EUR) is calculated relative to production volume. Comparative 2024 data have been restated to reflect the inclusion of Packaging Operations.

Energy is the lifeblood of manufacturing operations, powering every process needed to ensure continuous, efficient production. From thermal energy in the form of steam used for cooking, sugar boiling, and baking, to electrical energy that drives chillers, conveyor systems, and packaging machinery, energy serves as a fundamental resource at every stage of production. Given its critical role in operations, energy management remains a core strategic priority for URC, particularly amidst volatile energy markets, accelerating climate change concerns, and rising greenhouse gas emissions.

URC's total energy consumption increased slightly from 7.05 million GJ in 2024 to 7.09 million GJ in 2025. Despite 0.5% growth in energy demand, targeted technological upgrades and conservation efforts drove a 4.06% reduction in the Company's Energy Use Ratio (EUR), keeping URC firmly on track to meet its 2030 target of a 30% reduction in EUR

(against a 2020 baseline). URC's EUR in 2024 was 2.71 GJ/MT and decreased to 2.60 GJ/MT in 2025, showing continued efforts to reduce energy usage despite challenges such as scaling production demands, facility constraints, regional renewable grid limitations, and supply chain complexity.

To ensure accountability and drive sustained operational progress across all business units, URC leverages its centralized OneURC Sustainability Digital Dashboard (SDD) Portal System. Through the SDD, URC regularly tracks plant-level energy performance and supports tailored conservation programs, enabling management to identify inefficiencies early and to optimize and prioritize high-impact projects. This disciplined, data-driven approach strengthens resilience against regulatory, environmental, and market risks, while providing the infrastructure needed to accelerate URC's long-term decarbonization goals and protect enterprise value.

At the same time, global advancements in AI and machine learning also offer vital opportunities to further enhance operational efficiency and resource conservation. Deploying advanced sensors enables a more agile approach to problem-solving, allowing operations to quickly mitigate issues and accurately measure performance areas for future improvement.

URC's energy efficiency initiatives in 2025 included **Project Journey in Achieving Sustainability Goals through Utilities and Assets Renewal (JAGUAR)**, **Project Boiler Optimization: Improvement of Efficiency and Standardization of Processes (BOPIES)**, and **Chiller and Hot Water System Optimization**.

These initiatives were targeted to modernize and optimize utility assets across key facilities, resulting in lower energy demand and contributing to operational reliability, improved machine safety, and lower emissions.

URC's energy efficiency initiatives were accompanied by a clear shift toward cleaner power, as renewable energy consumption increased by 4.6% while non-renewable energy consumption declined by 0.6%. Beyond contributing to decarbonization, this shift reflects management's continued focus on efficiency gains while integrating additional production capacity.



Project JAGUAR: Driving Responsible Growth Through Operational Modernization

GRI 103-5

Project Journey in Achieving Sustainability Goals through Utilities and Assets Renewal (JAGUAR) exemplifies URC's commitment to Responsible Growth by demonstrating how environmental stewardship directly reinforces operational excellence. Launched in 2020 to modernize utility assets across key facilities, the program has invested roughly PHP 834 million across 19 of 20 energy-efficiency projects to optimize operational reliability, lower operational emissions, and reduce risks in the supply chain. By strategically replacing aging equipment, optimizing thermal and electrical generation, and standardizing high-efficiency utility assets, Project JAGUAR delivers multi-faceted benefits:

Operational Reliability and Asset Lifespan:

Upgrading essential machinery stabilizes utility output, mitigates equipment breakdown risks, and extends asset longevity across manufacturing lines

Decarbonization and Emissions Reduction:

Lowering fuel and electricity consumption per unit produced directly shrinks URC's Scope 1 and Scope 2 carbon footprint, advancing its roadmap toward net-zero operations

Supply Chain and Financial Resilience:

Reducing utility demand cushions operations against volatile energy prices, cuts ongoing operating expenses (OpEx), and safeguards production continuity against external grid instability

In 2025, URC achieved PHP 188.5 million in annual cost savings through the project, with contributions largely from high-efficiency compressors, process chillers, and air conditioning systems in production rooms in several BCFG PH sites in Calamba 1 and 2, Pampanga 1 and 2, Biñan, Canlubang, Cavite, El Salvador, Misamis Oriental (ESMO), San Pedro 1 and 2, and the Nissin-Universal Robina Cavite Plants.

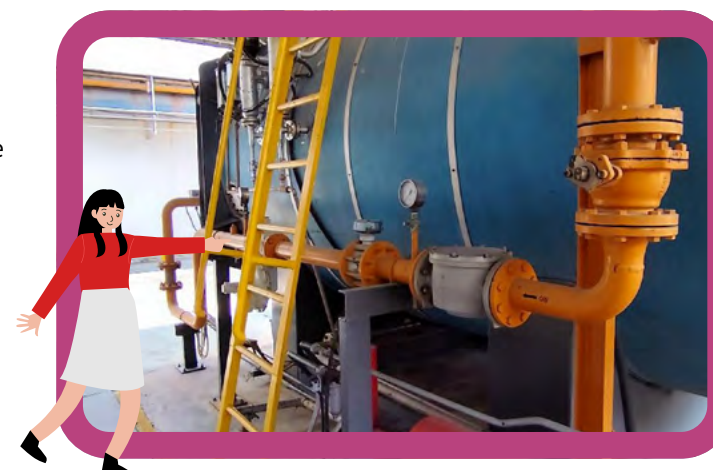
Project BOPIES: A Focus on Long-term Boiler Efficiency and Maintenance

GRI 103-5

URC utilizes high-pressure industrial boilers across its operations. These systems drive production by generating process steam for food manufacturing, consumer goods processing, sugar refining, and ethanol distillation, while also producing renewable electricity. As critical assets, these boilers must be maintained in peak condition to operate safely and efficiently.

Implemented since 2024 across URC's Philippine BCF facilities, **Project Boiler Optimization: Improvement of Efficiency and Standardization of Processes (BOPIES)** demonstrates how eco-efficiency powers both business performance and environmental sustainability. Through optimized boiler efficiency, strict preventive maintenance, and continuous energy audits, the program streamlines production costs while lowering energy waste and resource consumption across operations.

A critical component of Project BOPIES is capability building; operating procedures are standardized, and operators undergo rigorous training to ensure performance reliability and efficiency. In 2025, these efforts successfully reduced



the business unit's energy consumption, delivering **PHP 31.4 million in fuel cost avoidance**.

Through these strategic investments, URC drives sustainable growth by strengthening internal systems and advancing equipment efficiency to secure long-term value.

Chiller and Hot Water System Optimization

GRI 103-5

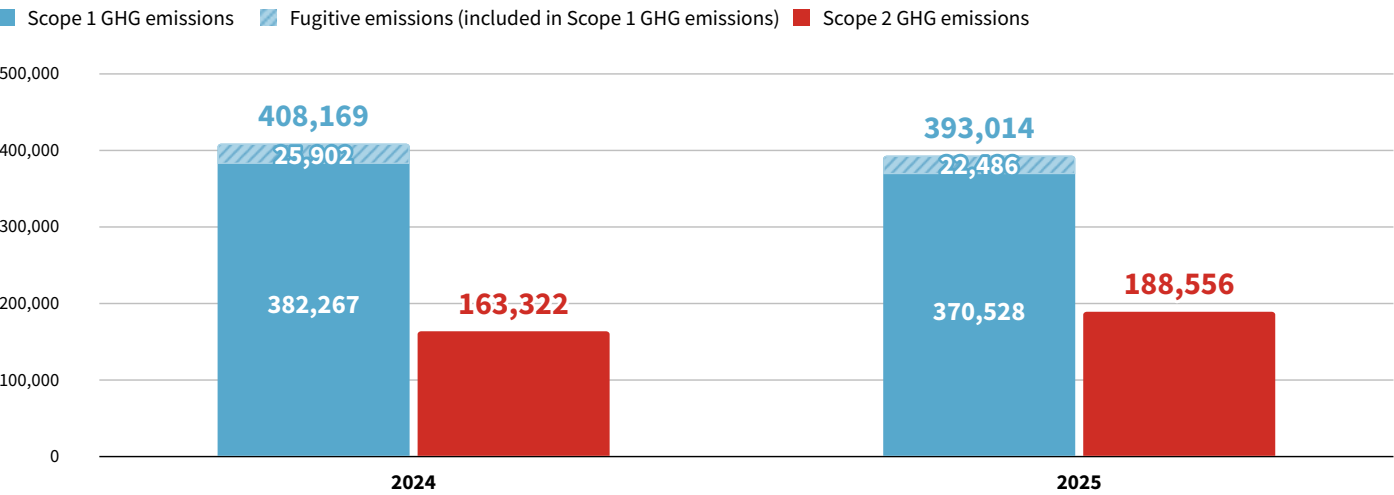
Beyond major equipment modernization projects, URC also pursued targeted optimization measures at the plant level. The Company's energy-efficiency measures are best exemplified by URC San Pablo's **3 Become 1 Project** under its plant-wide resource-reduction program, ECO360. This high-efficiency chiller optimization project **reduced power consumption from 190 kW to 98 kW**. URC Cavite Plant's **Ikot-Ikot Lang Hot Water System Optimization** reduced steam demand from boiler operations and lowered electricity consumption, contributing to a **7% improvement in its EUR**.



Decarbonization Strategy

GRI 102-5, GRI 102-6, GRI 102-8

Greenhouse Gas Emissions (Tonnes CO₂e)^a



GHG Intensity^a

Disclosure	2024	2025
tCO ₂ e/Million PHP Revenue	3.55	3.45
tCO ₂ e/GJ	0.08	0.08

^aGHG emissions data cover URC operations, including BCF-PH, Flour, SURE, AIG, Packaging, head offices, external distribution centers in the Philippines, and BCF-INT (excluding China). Reported emissions include fugitive emissions from refrigerants, while biogenic emissions from biomass are tracked separately and excluded from reported Scope 1 emissions in accordance with the GHG Protocol. Scope 2 emissions are calculated using the market-based approach. Comparative 2024 data have been restated to reflect organizational boundary changes, methodological improvements, and the inclusion of Packaging Operations.

Emissions reduction is a critical component of business continuity. Lowering emissions insulates operations against fuel price volatility, pre-empts tightening environmental regulations, and mitigates future climate-related risks.

In URC, GHG emissions are primarily driven by energy consumption across its manufacturing, logistics, and agro-industrial operations. Recognizing that emissions from fuel combustion and electricity use contribute to climate change, URC views carbon management as a priority that extends far beyond regulatory compliance. By reducing carbon intensity, the Company also improves production efficiency, lowers

operating expenses, and enhances long-term cost stability. Ultimately, integrating emissions management into its core operational strategy strengthens both URC’s environmental performance and its business resilience.

Most of URC’s emissions are attributed to coal use (44.11%) for boiler operations, non-RE electricity consumption (29.87%), and LPG consumption (6.69%).

URC continuously monitors its GHG emissions to strengthen accountability and drive data-based reduction strategies. In 2025, total emissions for Scopes 1 and 2 reached 581,570 tonnes of CO₂ equivalent (tCO₂e), representing a 1.76% increase in total GHG emissions, up from 571,491 tCO₂e, driven by a 15.45% increase in the purchased energy footprint (Scope 2). On the other hand, Scope 1 direct emissions decreased by 3.71% in 2025. URC also reduced its GHG intensity by 2.82% even as total GHG emissions rose by 1.76%. This drop in intensity highlights improved carbon efficiency during business growth, supported by the adoption of cleaner energy, expanded solar energy use and purchase, as well as energy-efficient technologies.

Understanding this emissions profile enables the Company to prioritize high-impact decarbonization levers—particularly in electricity sourcing and fuel transition—as part of its pathway toward Net Zero by 2050.



The Pathway to Net Zero 2050

GRI 102-1, 102-4



Decarbonization is vital to building a climate-resilient enterprise, as pursuing Net Zero allows URC to mitigate risks such as fossil fuel shocks and get ahead of evolving regulatory mandates. Aligning with these long-term sustainability ambitions, URC is gearing toward achieving net-zero carbon emissions by 2050. This strategy has involved URC refining its GHG inventory by measuring Scope 3 ingredient emissions in 2024 and recalculating its 2020–2023 baselines. Supported by a company-wide Climate Action Program, this data precision helps drive URC’s target to cut energy use ratio by 30% from 2020 levels and achieve Net Zero by 2050.

URC’s Net Zero to 2050 pathway is best exemplified by URC Thailand’s milestone in securing the **Carbon Footprint for**

Organization (CFO) certification. URC Thailand identified its GHG emission sources, established a reliable organizational GHG inventory, and provided a robust data foundation for developing effective long-term emission reduction strategies.

In 2025, Production Plants 1, 2, and 3, and Warehouse RM 1, were certified. By Q2 2026, all six manufacturing plants and four raw material and finished goods warehouses will have achieved CFO certification. In parallel, the Company further strengthened its greenhouse gas management system by obtaining ISO 14064-1 certification.

Additionally, URC Vietnam **initiated a compressed natural gas (CNG) optimization** initiative in its Coffee Plant and Plant 1 sites. By replacing unstable mechanical linkages with smart flame sensors, microcontrollers, and servomotors, URC Vietnam optimized its CNG burners. This automated air-to-fuel adjustment cut Plant 1’s consumption by 58,000 MMBTU, saving USD 100,000 and 2,847 tonnes of CO₂. With its coffee plant seeing 16–30% reductions, URC is now replicating this high-efficiency system across four plants.

Beyond energy efficiency and fuel optimization, URC is also continuing its transition toward renewable power generation and use, a key component of its decarbonization strategy to achieve its Net Zero 2050 goal.

Powering Responsible Growth Through Renewable Energy

GRI 102-1, GRI 103-1

Transitioning to renewable energy is essential for URC’s Responsible Growth, serving as a dual lever to lower carbon emissions and protect the business against energy market volatility.

To translate this principle into operational impact, URC leverages localized clean energy sources across its footprint, reducing reliance on fossil fuels and grid-supplied power. The Company uses biogas digesters and biomass-fed boilers that run on readily available local materials such as bagasse to generate renewable power.

URC also continues to advance its clean energy transition by integrating solar power across key operations, reducing reliance on grid electricity and cutting long-term carbon exposure. As part of its eco-efficiency strategy, the Company is expanding its solar capacity through a Power Purchase Agreement (PPA) with Merbau Corporation, the renewable energy arm of JG Summit Holdings. In 2025, URC expanded its PPAs to five more facilities. With this development, URC now sources 25.46% of its total electricity consumption from renewable electricity, alongside the expansion of its solar facilities across the Philippines and other international sites.

URC’s transition to renewable energy reflects the Company’s broader commitment to environmental responsibility, efficiency, and lower emissions. By continuously upgrading capacity and aligning with global sustainability targets, URC ensures that its operational expansion is matched by a disciplined approach to resource management, building long-term business resilience.



Expanding On-Site Solar Power Generation

GRI 103-2, GRI 103-5

On-site solar power generation is central to URC's renewable energy strategy. As of 2025, **29 URC facilities** have solar installations totaling 28.49 MWp. Key sites include rooftop solar setups at Calamba 2 (3.5 MWp), Cebu 2 (2.8 MWp), and the URC Packaging-UFLEX 2 Plant (1.9 MWp). In 2025 alone, these installations generated **91,979 GJ** of clean energy, avoiding approximately **15,636 tCO₂e** of grid-tied emissions while significantly enhancing energy security and reducing Scope 2 carbon intensity.

URC's solar transition and expansion extend to its plants outside the Philippines as well, such as in Indonesia, Myanmar, and Thailand, through the Low Emission Support

Scheme (LESS) program. URC Thailand has received GHG Reduction Certification under the LESS, awarded by the Thailand Greenhouse Gas Management Organization (TGO) for 2023–2025, for achieving a cumulative GHG reduction of 28,481.313 tCO₂e, equivalent to planting approximately 2,373,443 trees, according to the LESS certification. In addition, URC Vietnam, which activated its solar facility for Plant 2 in 2024, has been continually expanding its renewable energy project through smaller-scale applications such as standalone solar systems for utility, canteen facilities, and parking facilities, resulting in a GHG reduction of about 1,342 tonnes CO₂ equivalent and annual savings of USD 36,000.



URC Malaysia's solar roofing project reduced energy consumption by 448,812 MJ.



Solar panel-equipped URC plants completed in 2025 are projected to save PHP 24 million in annual cost savings.

Biomass and Biogas Integration

GRI 103-2

As part of its transition to renewable fuels and its decarbonization strategy, URC drives Responsible Growth by maximizing the use of biomass and biogas to directly displace fossil fuels such as coal and diesel. By generating energy from these byproducts, URC displaces fossil fuel reliance, significantly reduces operational waste through a closed-loop model, lowers Scope 1 carbon emissions, and cuts energy overhead.

In 2025, URC generated a total of approximately 890 million MJ of energy from biomass sources, accounting for 12.56% of total energy consumption. Contributing to this milestone is URC's Sugar and Renewables (SURE) business unit, which generated 244 million kWh of renewable electricity from biomass bagasse in 2025. Centered largely in Negros Island, this strategy displaces fossil fuels, reduces waste, and lowers Scope 1 emissions by utilizing organic manufacturing byproducts as a clean energy source. In addition, Robina Farm 23 generated 303,829 kWh of electricity from its biogas facility, demonstrating the viability of closed-loop energy systems within our agricultural operations.



The Kabankalan bagasse-fired power plant led production at 109.5 million kWh, exporting surplus clean power directly to the national grid.

This circular approach to energy and resource management is also reflected in the RF 12 KABALIKAT: Tutugon sa Susunod na Henerasyon, URC's comprehensive resource efficiency program, which also delivered tangible energy-efficiency gains through the revival of URC's biogas digester.



RF 12 KABALIKAT: Tutugon sa Susunod na Henerasyon

GRI 3-3, GRI 103-2, GRI 103-4

Aligned with URC's refreshed OGSM framework, the RF 12 KABALIKAT initiative directly supports URC's corporate strategy by fully embedding sustainability into core upstream agricultural supply chain operations. The initiative drives responsible growth by prioritizing operational resilience, resource optimization, and cost efficiency simultaneously.

To achieve this, the Company implemented strategic infrastructure upgrades across its facilities, including converting lighting to LEDs, integrating solar-powered systems and skylights, repairing leaking pipelines, and installing rainwater catchment systems along production houses to sustainably clean the cooling pads.

Reviving the Biogas Digester

The centerpiece of this initiative was the successful revitalization of a biogas digester that had been underutilized for nearly five years and long considered a non-performing asset. Through close cross-functional collaboration among the farm operations, engineering, and sustainability teams, the team rejected linear "dispose and replace" thinking in favor of an asset-maximizing, circular supply chain model. The restored

system now consistently converts organic hog production waste into productive renewable energy, significantly improving on-site waste management, reducing methane emissions, and lowering dependence on external grid power.

Achieving Tangible Gains

Within the KABALIKAT scope, these integrated efforts yielded measurable environmental and financial outcomes in 2025. Production costs decreased to PHP 134.87 per kilogram in 2025 from PHP 135.52, reflecting tangible operational gains. Resource efficiency also improved, with the EUR decreasing by 15%, from 6.57 in 2024 to 5.61 in 2025, and projected to decline by up to 25% once the biogas system reaches full capacity in 2026.

Concurrently, disciplined monitoring and water conservation measures drove an 18% reduction in the KABALIKAT Water Utilization Ratio (WUR), from 723.91 in 2024 to 593.42 in 2025. Ultimately, KABALIKAT establishes a new benchmark for supply chain integration, demonstrating how existing assets can be harnessed to deliver a lower-carbon, highly secure, and cost-resilient future.

Ecosystem Preservation and Environmental Governance for Decarbonization

To complement its emissions reduction strategy, URC implements nature-based solutions alongside strict environmental compliance protocols to protect both local ecosystems and the broader atmosphere.

Nature-based solutions protect vital local resources, safeguarding raw material supply chains against ecological degradation and climate shocks. On the other hand, strict adherence to environmental compliance protocols minimizes regulatory fines, litigation costs, and expensive operational disruptions caused by non-compliance or environmental damage.



Promotion of Nature-based Solutions

GRI 102-9

For National Arbor Day, URC mobilized employees across 16 plants for its 2025 Synchronized Tree Planting Activities. This nationwide effort planted **6,476 seedlings across 17.7 hectares in 12 locations, advancing potential carbon sequestration**, biodiversity, and community engagement.

The species planted included Narra, mangroves, Tuai, Talisay, and other endemic trees to support biodiversity and ecosystem restoration. The initiative engaged **365 employee-volunteers** and was strengthened through collaboration with **17 external partner organizations and 216 external volunteers**.



Ozone Depleting Substances (ODS) Management

In alignment with global atmospheric goals and the Philippines' revised Chemical Control Order, URC monitors approved alternative refrigerants. By systematically **transitioning to safer chemical alternatives** across global operations, the Company eliminates hazardous substances, ensures regulatory compliance, and minimizes environmental and health risks.



Climate Risks and Resilience

GRI 3-3, GRI 102-2

For URC, building climate resilience is essential to delivering Responsible Growth, serving not merely as an environmental initiative but a critical strategic imperative for business continuity.

As climate disruptions pose direct risks to operations, raw material availability, and supply chain stability, resilience is embedded directly into core risk management and operational planning. This approach safeguards manufacturing facilities through climate-resilient infrastructure, fortifies agricultural supply chains against climate-induced crop failures and sourcing volatility, protects employees through robust disaster preparedness, and secures long-term business value by strengthening the Company's ability to respond to climate shocks and changing regulatory realities.



URC applies the Climate Strategy: Identify, Prepare, Adapt, to mitigate climate risks and strengthen resilience.



In 2023, a **Climate Scenario Analysis** was conducted across the Gokongwei Group, facilitated by Deloitte Philippines.

The results of the analysis identified key climate-related risks and opportunities relevant to the Company's operations, including their potential operational and financial implications, as well as recommended mitigation and adaptation measures to enhance climate resilience.



The Climate Scenario Analysis included potential implications for each identified risk. This enabled URC to prepare adaptation plans and actions so that the Company is ready to absorb the impacts of a changing climate.

As the Company advances its sustainability journey, it continues to strengthen its climate mitigation and adaptation strategies in alignment with the **Task Force on Climate-related Financial Disclosures (TCFD)** recommendations.



URC maintains comprehensive adaptation plans across all stages of identified climate risks before, during, and after impact. These protocols combine hazard tracking, safety drills, and environmental monitoring to protect employees, facilities, and natural ecosystems while leveraging key partnerships to strengthen operational resilience.

In 2025, the Company undertook several initiatives to further strengthen its climate metrics and emissions accounting, including:

- **Expanding GHG inventory coverage** to include emissions from the packaging division;
- **Engaging PwC Philippines – Isla Lipana & Co.** to support the assessment of six priority Scope 3 emissions categories, using emissions data from BCF-Philippines operations; and
- **Strengthening the implementation and monitoring** of renewable energy initiatives across applicable facilities.

Together, these actions strengthen URC's ability to identify climate-related exposures, prepare for potential disruptions, and track progress toward a more sustainable and resilient operating model.

Climate-related Risks

GRI 3-3, GRI 102-2

URC’s identified climate risks, their potential impacts, and the Company’s plan of action are summarized in the Climate-Related Risks table below. The table shows how URC prepares and adapts to climate risks to protect operations, employees, and business continuity.

	Climate Risks What are the disruptive events that could affect the Company?	Potential Implications What are the consequences or damages if hazards occur?	Adaptation Plans and Actions How do we reduce the impacts of risks? What are our buffers against disruptions?
ACUTE RISKS	 Tropical Cyclones (RCP 4.5 and 8.5)	- Asset, equipment, and facility damages - Operational and workforce disruptions due to safety risks to personnel - Power outages disruption - Maintenance and schedule shifts that would affect production timeline	Environmental Monitoring - Climate forecasts - Real-time hazard tracking - Installation of environmental monitoring devices to continuously analyze weather trends to optimize energy usage Facility Maintenance - Routine inspections to reinforce facility infrastructure and preserve product quality against physical risks
	 Flooding	Flooding across internal facilities and access roads can disrupt supply chain logistics and halt production	
CHRONIC RISKS	 Extreme temperature and heat stress	- Impacted workforce productivity and comfort due to rising temperatures - Potential increase in energy consumption for cooling systems	Systems Adaptation and Improvement - Regular climate drills - Creation of emergency evacuation plans with local authorities - Heat-stress relief measures

Climate-related Opportunities

GRI 3-3, GRI 102-2

Opportunity Category	Climate-related Opportunities	Horizon	Potential Financial Impact
 Resource Efficiency	- Continue transitioning and using more energy-efficient and reliable utility equipment - Utilize more efficient modes of transport for distribution or procurement processes		- Reduced operating costs due to higher efficiency - Potential increase in revenue and investment growth through sustainable practices
 Energy Source	Continue moving towards a low-carbon economy by optimizing the utilization of renewable energy		- Reduced operating costs - Reduced vulnerability to fluctuations in fossil fuel prices - Enhanced organizational reputation and strengthened competitive advantage through energy cost savings and alignment with customer preferences
 Resilience	Invest in monitoring systems for local weather information, conditions, and river levels in the vicinity		- Increased supply chain reliability and operational resilience under diverse conditions - Enhanced organizational reputation, potentially leading to increased revenue and investment growth through sustainable practices

Legend: ● Short-term ●● Medium-term ●●● Long-term

Beyond lowering emissions, these initiatives optimize operational efficiency and strengthen overall business resilience against climate challenges. (Detailed GHG reduction initiatives are available in the Decarbonization section.)

Risk Management

GRI 3-3, GRI 2-12, GRI 2-13

The Company’s Enterprise Risk Management (ERM) function ensures that a robust and adaptive risk management framework is in place to proactively identify, assess, monitor, and mitigate key business risks, including climate-related and ESG risks.

Climate-related risks are evaluated based on their likelihood and potential impact and are incorporated into the Company’s enterprise risk register. Each risk is assessed and managed by designated risk owners, with mitigation plans and progress updates monitored quarterly.

The Chief Risk Officer reviews the consolidated risk register and reports it to the Chief Executive Officer and Chief Finance and Strategy Officer before presenting it to the Board Risk Oversight Committee. This process supports effective governance oversight and ensures alignment of risk management practices with the Company’s strategic priorities.

Through this structured framework, the Company strengthens business resilience, supports sustainability initiatives, and enhances its ability to anticipate and respond to emerging environmental, regulatory, and market-related risks.

The ERM framework also supports the Board Risk Oversight Committee in identifying enterprise-level and business unit risk exposures, as well as in evaluating the effectiveness of the Company’s risk management and mitigation strategies.

Metrics and Targets

GRI 103-4

Under its Responsible Growth Framework, URC tracks energy efficiency and greenhouse gas (GHG) emissions to drive its low-carbon transition. To measure progress, the Company has set explicit targets to achieve a 30% reduction in EUR by 2030 relative to its 2020 baseline, alongside a long-term goal of reaching net-zero carbon emissions by 2050.



URC Myanmar: Operational Efficiency Through Climate Adaptation Initiatives

GRI 3-3, 102-2

Faced with severe grid instability and averaging 19 to 22 hours of daily brownouts, URC Myanmar proactively strengthened its operational resiliency. Previously, the site relied on a large 2,500 kVA generator to maintain operations during these prolonged outages. However, running a massive unit during low-load periods resulted in significant fuel inefficiencies and inflated carbon footprints.

To solve this, URC Myanmar implemented a right-sizing strategy by purchasing an 800 kVA genset. This initiative directly aligned power generation with actual operational requirements.



By utilizing the smaller generator during periods of lower demand, the site optimized fuel efficiency, curtailed emissions, and secured estimated annual diesel cost savings of USD 42,620.94.

To shield workers from rising temperatures, ensure productivity, and preserve ingredient freshness, URC Myanmar installed six inverter air conditioners across its Enrobed and Biscuits lines. This initiative prioritizes stable, comfortable working temperatures for personnel, while continuously adjusting compressor speeds to match cooling demand. The upgrade drastically improves energy efficiency, saving USD 26,310.06 annually.

URC Myanmar also implemented solar installation projects to strengthen energy independence, ensure long-term reliability, and achieve energy savings of up to USD 51,330.86 annually.

These investments demonstrate how targeted climate resiliency measures can simultaneously protect employees, ensure production continuity, and strengthen financial resilience.

Water Stewardship

GRI 2-4, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5
SASB FB-PF-140a.1, FB-PF-140a.3

Water Consumption within the Organization (m³)^a

Disclosure	2024	2025
Water Withdrawal	14,559,712	14,410,029
Water Discharge	6,966,233	7,470,833
Water Consumption	7,593,479	6,939,196

Water Recycled and Reused (m³)^a

Disclosure	2024	2025
Water Recycled and Reused	672,021	719,683

^aWater data covers URC operations, including BCF-PH, Flour, SURE, AIG, and BCF-INT. Comparative 2024 data have been restated to reflect the inclusion of Packaging Operations.

Water consumption is vital across URC’s operations, from agricultural production and raw material processing to manufacturing and facility sanitation. Managing this critical resource responsibly through efficient recycling, strict monitoring, and conservation programs allows URC to optimize usage, minimize environmental impact, and build a highly resilient, sustainable supply chain network.

URC extracts from multiple sources of water, including groundwater through deep wells, surface water, and municipal water, and this dependence exposes the Company to risks like supply shortages, rising costs, droughts, and regulatory penalties. Acknowledging this, URC is dedicated to key actions that safeguard its resources.

URC strengthens water stewardship through conservation, reuse, and recycling initiatives. URC also works toward embedding resource conservation in the Company culture and awards best practices through an in-house recognition program to inspire innovative ways to reduce water use. These efforts worked together to keep URC on track with its

40% WUR target reduction by 2030 from the 2020 baseline, while strictly adhering to withdrawal limitations.

URC’s water management performance in 2025 demonstrated strong progress in conservation and operational efficiency. Total water consumption **dropped by over 8.6%**, while recycled and reused water **increased by 7.09%**. Concurrently, water intensity **improved by 12.77%**, and the WUR **decreased from 5.57 to 5.28** cubic meters per metric tonne, reflecting a leaner and more sustainable manufacturing process overall.

For effluent management, URC follows its Environmental Policy and regulatory standards, utilizing dedicated wastewater treatment plants across all facilities to purify discharge before releasing it into local water bodies. These facilities deploy physical, chemical, and biological processes, including activated sludge systems, anaerobic digestion, and bio-methanation, among others. Through these built-in processes, URC minimizes its negative environmental impacts while ensuring compliance.



Reducing Water Consumption: Reduce, Reuse, Recycle

GRI 2-4, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5
SASB FB-PF-140a.1, FB-PF-140a.3

URC applies the reduce, reuse, and recycle framework to its water management initiatives to manage consumption. URC employs a variety of initiatives, such as rainwater harvesting and the use of level controllers and automatic shut-off valves for feed-water tanks.

Water efficiency measures are also embedded in production processes and systems through the use of recycled water, waste elimination, refining water-intensive cleaning processes, and reducing product changeovers. These measures are further strengthened by conducting leak detection and repairing underground pipelines across all business units.

One notable initiative to reduce the Company’s WUR is the **Water for All – Water Saving Project**, which originated from innovative ideas contributed by employees closely involved in daily operations. The project focuses on reducing water consumption while promoting water reuse to enhance efficiency across production processes.

URC plants additionally conduct their own special projects to conserve water. An example is URC San Pablo’s **Project SPRUNG** for deep-well water optimization, which **saved 11.23 million liters** of water per month. In URC Cavite’s ECO-Resonance Project, initiatives such as Project Waterworks 2.0 reduced the plant’s WUR by **17%**, saving **approximately 1.2 million liters of water annually**. Additionally, URC Passi significantly improved its WUR through rainwater recovery and condensate recycling, achieving a significantly lower 8.07 WUR in 2025 from 26.95 in 2024—a staggering **70% reduction**.

URC Indonesia employed the **Smart Sanitation System: Automatic Tray Washer and Waterless Clean in Place (CIP)**

Optimization, which modernized industrial sanitation by replacing manual washing. By reducing the number of rinse cycles from nine to five, the program decreased the plant’s WUR by 10%, resulting in water use savings of **4,706 m³ / year**. Meanwhile, to advance water stewardship, the Batu Pahat facility in Malaysia implemented a **Rainwater Harvesting System** to reduce reliance on municipal water. Used for toilet flushing and facility maintenance, the system successfully recycled hundreds of cubic meters of rainwater, delivering both resource conservation and cumulative cost savings.

To enable water reuse across operations, URC has deployed steam recovery systems, including condensate lagoons and recovery lines at select sites. These capture condensate for preheating boiler feed water. Cleaning-in-Place (CIP) rinse water reuse and Reverse Osmosis (RO) reject recovery systems further enhance efficiency. The Company also repurposes water for practical uses like pallet cleaning, plant watering, and toilet flushing.

In addition, several URC sites minimize water waste by channeling treated wastewater into spray ponds and wet scrubbers, and then reusing it in cooling tower systems. This approach operates in SURE plants including CARSUMCO, Balayan, Passi, SONEDCO, URSUMCO, La Carlota Sugar Mill, and La Carlota Distillery; Flour Pasig also supplements supplies with barge ballast water. In UCP Pasig, effluent is treated and reused in boiler scrubbers and for cleaning of kennel houses.

URC further recycles water for initial washing of raw materials like unpeeled potatoes, a highly water-intensive process, and repurposes wastewater effluent as cooling tower top-up. The Company continues to expand these water conservation programs, solidifying its drive toward consumption targets.

Promoting Water Resource Conservation

GRI 303-1, GRI 303-2
SASB FB-PF-140a.3

Water conservation projects were initiated across various business units to drive year-over-year water use reductions through targeted, site-specific efficiency enhancements:

- **UCP Manila:** Implemented cooling water recovery, factory sub-metering, rainwater harvesting systems, and the reuse of treated wastewater for wet scrubbers
- **Robina Farm (RF) and SURE Sites:** Focused on infrastructure integrity by detecting and repairing leaking underground pipes and repairing dilapidated roofing in mill and raw areas. SURE sites also utilize dry cleaning methods when necessary to optimize water use.
- **Flour Plants:** Installed high-level sensors in water tanks to automate pump shutoffs, eliminating overflow and tank waste

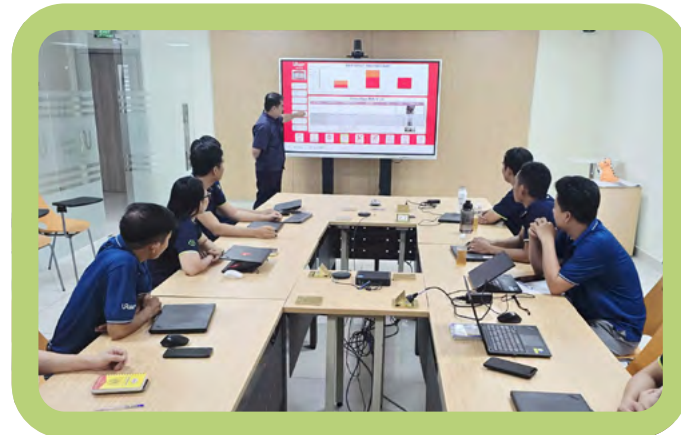
International Water Eco-Efficiency Initiatives

GRI 303-1, GRI 303-2, GRI 3-3
SASB FB-PF-140a.3



URC's international sites advanced meaningful water eco-efficiency initiatives in 2025, demonstrating a unified commitment to cross-border resource optimization:

- **URC Vietnam:** Generated approximately 2.5 million in cost savings through the implementation of backwash water recovery, reverse osmosis (RO) reject stream reuse, and Clean-in-Place (CIP) water optimization at Plant 2
- **URC Thailand:** Focused on wastewater effluent recycling and targeted efficiency improvements in its CIP systems to significantly reduce water consumption for cleaning
- **URC Indonesia:** Optimized water supply piping sizing across its facilities to better match actual operational demand and eliminate structural waste
- **URC Myanmar:** Advanced localized climate resilience and conservation by scaling rainwater harvesting and backwash water recycling systems



Advancing Water Conservation Through Environmental Stewardship and Recognition

GRI 303-1, GRI 303-2
SASB FB-PF-140a.3

URC continues to strengthen its water stewardship and conservation impact through strategic partnerships and internal excellence, directly advancing UN SDG 6 (Clean Water and Sanitation) and SDG 15 (Life on Land).

Externally, as part of the broader Manila Bay Rehabilitation Program, URC UCP Bulacan was recognized by the Department of Environment and Natural Resources (DENR) Environmental Management Bureau (EMB) Region 3 for its active role in the **Adopt-a-Waterbody Program** for the Meycauayan Watershed. As a key donor-industry partner, URC supports the **Bokashi (Mabuhay) Balls Project**, which deploys beneficial microorganisms to improve water quality in the Meycauayan River.

Internally, the Company celebrates operational milestones through its own **Green Awards**. The category winner for Best in Water Management was the URC Vietnam Hanoi Plant, celebrating the facility's exceptional performance in reducing water consumption and scaling up advanced water recycling programs.



Driving Competitive Efficiency Through the Water for All Stewardship Initiative

GRI 303-1, GRI 303-2, GRI 3-3
SASB FB-PF-140a.3

In the food and confectionery industry, water is essential for everything, from processing raw materials and generating steam to strict sanitation. However, because every drop carries compounding costs including procurement, treatment, energy, and wastewater disposal, saving water directly boosts operational efficiency and business competitiveness.

After realizing that baseline water use exceeded long-term targets, the Company launched the Water for All initiative. Guided by continuous improvement and Total Productive Maintenance (TPM) Basic Equipment Care & Preventive Maintenance (BEC & PM) principles, this program focuses on water saving, circular reuse, and alternative sourcing across eight key factory projects:

Source Reduction and Process Optimization:

Factory-floor updates directly minimize water use. Key changes include switching to dry ice blasting for oven plates to eliminate washdowns, installing high-precision spray nozzles, and cutting heating-related water use by 50% on biscuit lines. Tweaking ingredient settings, such as whey powder allocation, also reduced machine cleaning frequency.

Reuse and Recycling: To maximize every gallon, plants reclaim water from utility systems and wastewater. This includes recycling water softener effluent on-site and redirecting treated wastewater back into secondary plant systems.

Alternative Sourcing: To ease reliance on local water supplies, facilities use rainwater harvesting systems to collect and treat precipitation for non-production needs.

Monitoring and Governance: Monthly environmental patrols and Total Productive Maintenance (TPM) BEC & PM Pillar programs ensure rapid leak detection and track water-use habits across the shop floor.

Through the Water for All initiative, the Company continues to transform water use into opportunities for greater efficiency, resource conservation, and climate resilience.



Waste Management

GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5

URC’s operations generate an extensive waste footprint. In 2025, the Company generated a total of 2.9 million tonnes of waste, with non-hazardous waste comprising 99.94% of the total and hazardous waste accounting for 0.06%. The year also recorded an increase of 62% in non-hazardous waste, and a 161% increase in hazardous waste generation due to a combination of expanded reporting scope, operational factors, and timing differences in waste disposal.

URC recognizes that improper waste management threatens oceans, pollutes air and water, and directly harms local communities, creating a cascading environmental and social crisis. Leaching hazardous materials can cause contamination; plastic and debris choke waterways; and unmanaged solid waste decays in landfills, polluting the air with toxic emissions and further contributing to GHG emissions.

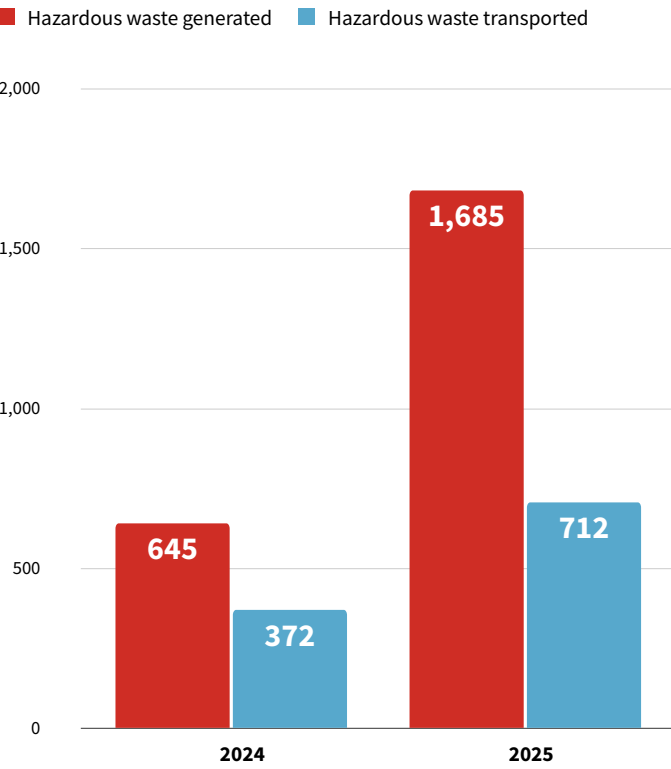
To minimize its waste footprint, the Company enforces strict, daily protocols to ensure all operational waste is tracked and responsibly treated, recycled, or disposed of. By keeping these sustainable practices at the core of its operations,



URC actively protects local ecosystems, safeguards public health, and helps build a cleaner, healthier environment for future generations.

Hazardous Waste Management

Hazardous Waste (Tonnes)^a



^aHazardous waste data cover URC operations, including BCF-PH, Flour, SURE, AIG, BCF-INT, and Packaging. The difference between hazardous waste generated and transported is due to temporary storage in DENR-compliant hazardous waste storage facilities before transport for treatment or disposal.

Sound hazardous waste management is vital for protecting local ecosystems and meeting strict regulatory frameworks. URC responsibly manages hazardous streams through rigorous protocols for safe storage, handling, and disposal, fully compliant with national and international standards.

To guarantee high-quality handling, URC’s hazardous waste transporters must complete a thorough vetting and accreditation process by the Department of Environment and Natural Resources (DENR) before engagement. On-site, certified Pollution Control Officers (PCOs) oversee operations, ensuring waste remains safely contained and tracked on premises until it is transferred to DENR-approved Treatment, Storage, and Disposal (TSD) facilities for final treatment.

URC adheres mainly to Philippine guidelines, including DAO 2013-22 on hazardous waste procedures, reflecting its core local operations. These robust practices underscore dedication to ecological care, staff protection, and full regulatory alignment.

Employing a more rigorous management system in 2025, URC recorded a marked increase in total hazardous waste as it expanded its hazardous waste reporting scope from four sites in 2024 to eight sites for used oil and 11 sites for vegetable oil. Certain hazardous waste volumes generated in prior periods were also recorded in 2025 due to delays in hauling and treatment, further contributing to the increase.

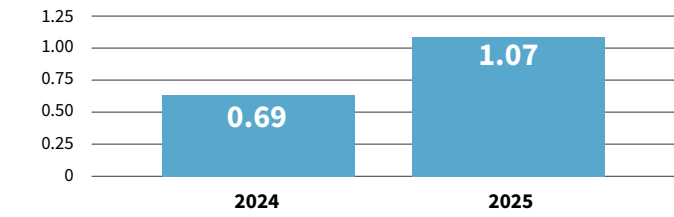
Solid Waste Management

Between 2024 and 2025, URC’s waste diverted from landfills surged by 63%, from 1.78 million tonnes to 2.9 million tonnes, outpacing total waste generation only slightly, which rose by 62.2%, from 1.81 million tonnes to 2.93 million tonnes. Meanwhile, the Solid Waste Ratio (SWR) increased by 55.1%, from 0.69 to 1.07. While these results highlight strong progress in waste diversion and resource recovery, they also emphasize the need for URC to optimize overall material efficiency to manage rising SWR.

Waste Management Performance Indicators

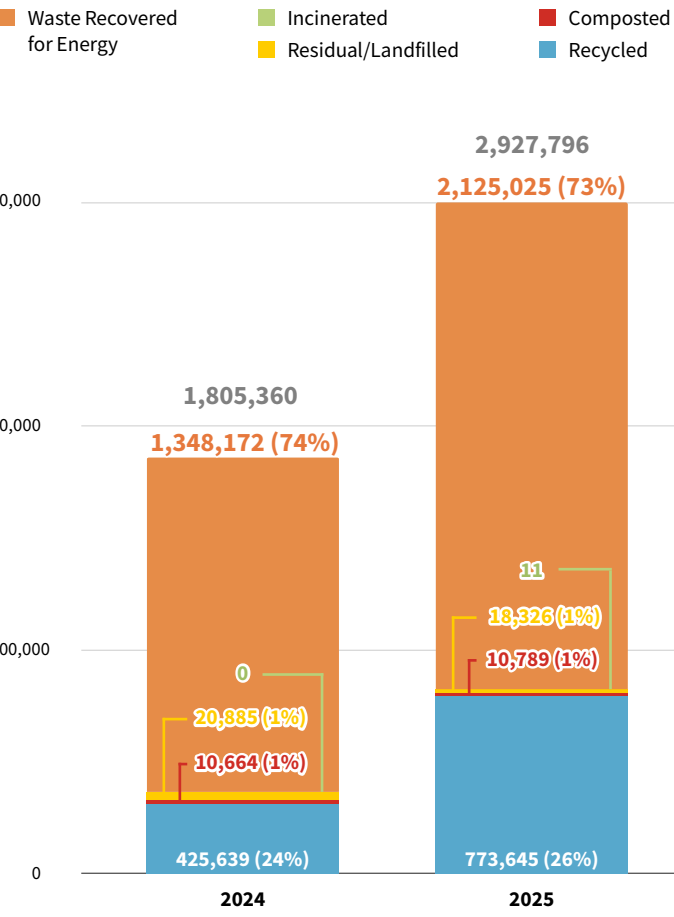
Category	2024	2025
Waste Diverted from Landfill (Tonnes)	1,784,474	2,909,459
Total Waste Generated	1,805,360	2,927,796

Solid Waste Ratio (SWR)^a



^aSolid Waste Ratio (SWR) represents total waste generated relative to net production volume.

Non-Hazardous Waste (Tonnes)^a



The Company also shifted from a linear model to a circular economy through well-structured operational interventions that maximize the recovery and productive use of materials. Through the **UR Recycle Concept**, URC converts agricultural and manufacturing by-products into efficient resources used for renewable energy, while reducing dependence on disposal and supporting more efficient use of materials.

To reduce residual waste, URC conducts waste reduction practices. One such initiative is URC Indonesia’s **transition to reusable containers**. URC Indonesia is driving responsible operations by eliminating disposable plastic bags for raw materials and chips. By transitioning to durable, reusable plastic pails and containers, the plant reduced its reliance on disposable plastic bags for raw materials and chips, supporting waste reduction and more resource-efficient product handling.

Additionally, URC Thailand’s **Waste to Value** initiative engaged employees across all functions in collecting and segregating PET bottles, embedding a circular economy mindset into corporate culture. By 2025, the collaboration between the Employee Relations and Sustainability teams successfully recycled **67,200 PET bottles** into **4,800 eco-friendly employee uniforms**. This joint effort minimized virgin material use and reduced greenhouse gas emissions by 8,227 kgCO₂e—an environmental impact equivalent to planting approximately 686 trees.

To ensure waste diversion and resource recovery, URC integrates source segregation, high-value scrap recovery, and strategic plastic partnerships, routing facility waste to verified recyclers while collaborating with municipal Material Recovery Facilities (MRFs) to keep non-hazardous plastics out of landfills and waterways. By integrating these practices, URC reduces waste management costs, captures secondary revenue from industrial scrap, and strengthens supply chain resilience.

In compliance with the Ecological Solid Waste Management Act of 2000 (RA 9003), URC tracks the monthly composition and volume of solid waste across its business units to maximize material recovery and advance its zero-waste-to-landfill^b goal.

^aWaste data covers URC operations, including BCF-PH, Flour, SURE, AIG, BCF-INT, and Packaging. Recycled waste includes biodegradable and non-biodegradable materials recovered for recycling, while waste recovered for energy includes materials used as alternative fuel. Residual waste refers to waste disposed of in sanitary landfills.
^bZero-waste-to-landfill is a waste management strategy aimed at diverting at least 90% to 99% of a facility’s operational waste from landfills.



ECO360 at URC San Pablo

GRI 306-2, 306-4
FB-PF-410a.1

The URC San Pablo Plant exemplifies how embedding waste circularity and material efficiency into daily operations directly accelerates the Company's commitment to responsible growth. Rather than viewing industrial by-products as liabilities, the facility transforms localized waste management into a catalyst for long-term operational and environmental value:

- **Project 3R (PE Liner Reuse):** Revolutionized material handling by driving a **75% reduction** in polyethylene (PE) liner usage, minimizing packaging waste at the source and generating PHP 3.79 million in savings
- **Project Plastic Material Recovery (PMR):** Expanded the use of recycled plastic regrind directly back into production. By recovering and recycling **29,692 kg of PET** material, this closed-loop system diverted a massive volume of plastic waste from landfills and generated **PHP 824,400** in material recovery value.
- **Project YMCA (Production Yield Improvement):** Strengthened material monitoring across lines to optimize raw material yields, significantly cutting process waste while delivering **PHP 5.39 million** in material savings

Apart from waste management, the ECO360 initiative also covers energy, water, and GHG emissions reduction. It is a holistic program focusing on the plant's operational innovation, people's behavioral change, and circular resource management to accelerate sustainability while improving plant efficiency. ECO360's programs generated **PHP 9.13 million** in annual operational savings, demonstrating sustainability excellence in manufacturing.

Making Waste Reduction a Daily Habit

GRI 306-2, 306-4
SASB FB-PF-410a.1

At URC's Indonesia plant, Juan Goal for Plastic covered employee initiatives for internal waste reduction, which turns environmental responsibility into a daily habit. The project execution covered three locations: Plant 1 (Sulawesi), Plant 2 (Selayar), and the Head Office at Menara Hijau Tower.

Societal Engagement and Collection Programs

GRI 306-2, 306-4, 413-1
FB-PF-410a.1

Community engagement is essential to achieving shared environmental goals. Aside from internal waste management projects, the Company collaborates with LGUs to establish plastic waste management programs and actively recovers post-consumer plastic waste. URC established the **Juan Goal for Plastic Program** to address plastic pollution across all its sites.



Launched in 2022 to combat marine pollution and support EPR compliance, URC's Juan Goal for Plastic program activated over 30 collection sites across five business units, recovering 12 metric tonnes of plastic waste in 2025 through strong community and LGU partnerships.

The program was initially piloted in several URC communities—including Bagong Ilog (Pasig), General Mariano Alvarez (Cavite), and La Carlota (Negros Occidental)—before expanding to Robinsons Malls and additional partner communities nationwide. Since then, the program has continued to grow through partnerships with local government units, schools, retailers, recyclers, and waste management organizations, becoming one of URC's key platforms for advancing circular economy solutions and fulfilling its Extended Producer Responsibility (EPR) commitments.

Juan Goal for Plastic is one of URC's flagship initiatives under the Company's broader Packaging Sustainability and Circular Economy strategy.



Sustainable Packaging and Recycle-Ready Design

GRI 301-1, 301-2, 306-2
SASB FB-PF-410a.1

The Company continues to advance its packaging circularity agenda through initiatives to reduce its plastic footprint and improve resource efficiency across its portfolio. These efforts are closely aligned with the Company's broader climate and waste-reduction commitments, recognizing that packaging plays a critical role in reducing greenhouse gas emissions and minimizing environmental impact across the value chain.

To transition toward a circular system, URC focuses on optimizing packaging design, reducing material intensity, and improving recyclability. Key initiatives include re-engineering formats to be recycling-ready, improving factory efficiency to cut production waste, and implementing lightweighting

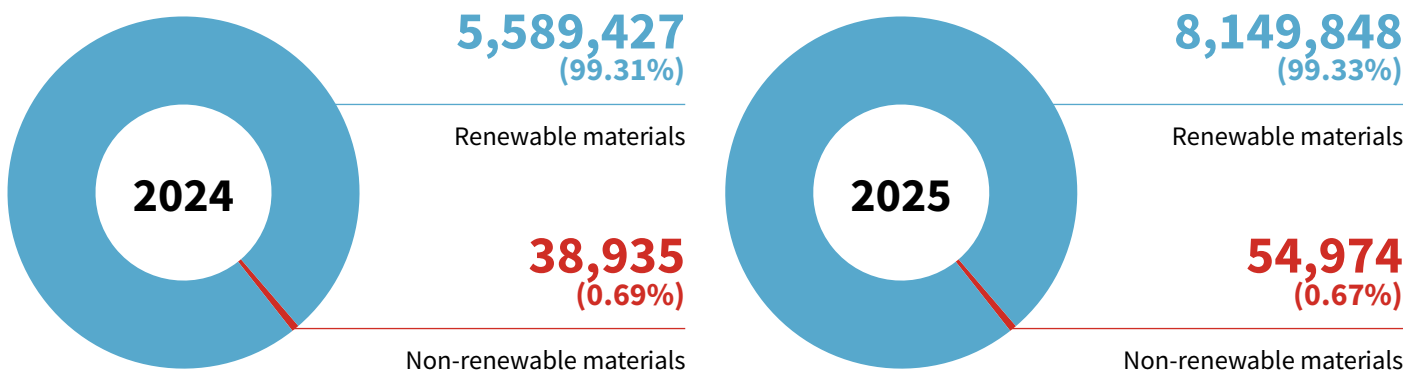
strategies across its beverage portfolio and secondary packaging. By trimming packaging dimensions and reducing plastic used per unit, these efforts minimize virgin material consumption, improve transport efficiency, and lower lifecycle carbon emissions, supporting long-term climate resilience.

These efforts demonstrate how URC is addressing material use not only through waste diversion and recovery, but also by considering resource efficiency and circularity across the product and packaging lifecycle. By reducing material use, improving recyclability, and lowering environmental impacts, these efforts support operational efficiency and strengthen URC's commitment to Responsible Growth.

Materials and Circularity

GRI 3-3, 301-1, 301-2

Materials used by the Organization (Tonnes)^a



Recycled input materials used (%)^a

2024	2025
0.61	0.56

^aMaterials data cover raw and packaging materials used across BCFG-PH, AIG, Flour, and SURE (Sugarcane). Renewable materials include raw materials of agricultural origin and packaging cartons. The percentage of recycled input materials is calculated based on re-grind PET used as feedstock relative to total packaging material input and covers BCFG-PH operations.

As a food and agri-industrial products manufacturer, URC relies heavily on agricultural raw materials, PET, and paper packaging across its extensive supply chain. However, operating at this scale presents critical business and environmental challenges. Supply chain vulnerabilities, fluctuating commodity prices, and tightening regulatory mandates on single-use plastics and waste disposal directly impact operational costs and continuity.

Left unaddressed, unmanaged waste streams not only risk regulatory non-compliance, financial penalties, and brand reputational damage, but also lead to inefficiency and raw material loss. To mitigate these risks, URC strategically manages its operational waste, agricultural byproducts, and packaging streams, converting waste into value, optimizing resource efficiency, and minimizing environmental impact through careful sourcing and the proper disposal of materials and by-products.

This approach is vital as URC scales its international footprint across the ASEAN region and material utilization has expanded alongside growing manufacturing outputs. For instance, URC recorded a marked increase in the use of renewable materials, driven by higher production volumes across its global operations, even as the company continued to advance its circular waste and packaging initiatives.

Driven by higher production values across its global operations, URC’s overall material footprint—primarily raw agricultural inputs and carton packaging—rose from 5.59 million tonnes in 2024 to 8.18 million tonnes in 2025. This 45.8% increase underlines the vital link between URC’s global production growth and responsible sourcing, prompting a continued focus on efficient material management and supply chain resilience.

A core pillar of URC’s materials management is circularity, embodied in the **UR Recycle Concept**. By embedding waste circularity directly into its operational strategy, URC converts agricultural waste and manufacturing by-products such as bagasse, spent wash, animal waste, used coffee grounds and

tea leaves, as well as used oil, into clean, renewable energy—simultaneously diverting organic waste from landfills across multiple business units, offsetting fuel costs, and lowering greenhouse gas emissions.

Through circularity initiatives, URC achieved another zero waste-to-landfill status by reducing its WTL rate from 1.16% in 2024 to 0.63% in 2025. This represents a 45.7% reduction in the WTL rate, reflecting the Company’s continued use of recycling, reuse, and recovery methods to reduce the amount of operational waste sent to landfill.

URC’s circularity initiatives such as **Waste-to-Energy, Waste-to-Recycle, Waste-to-Animal Feed, and Waste-to-Fertilizer** also generated energy from 2.13 million tonnes of waste. This is a significant 57.6% increase from 1.35 million tonnes in 2024. This growth lowers Scope 1 GHG emissions by preventing methane generation in landfills and displaces reliance on fossil fuels through thermal energy conversion, successfully transforming operational waste into a resilient, circular energy source while harnessing opportunities arising from increased materials use.



Turning Waste to Energy

Bagasse	Spent wash	Animal waste	Used coffee grounds and tea leaves	Used Oil
Bagasse, a by-product of sugarcane milling, is used as primary boiler fuel to generate steam and electricity.	Spent wash is utilized as boiler fuel, while a portion undergoes bio-methanation to produce biogas.	Animal waste is converted into biogas, driving generators to produce electricity, offset grid power, and capture methane emissions.	Recovered waste is used as biomass fuel at URC plants in San Pedro, Calamba, and Vietnam, reducing dependence on fossil fuels for boiler operations.	Used vegetable oil that is subject to disposal is collected and then mixed with diesel to produce biofuel.



Under **Project Spoiler**, used vegetable oil collected from URC plants is also converted to biomass energy, reducing diesel consumption.



Strengthening Plastic Waste Management: URC, Holcim, and LGUs Together for Circularity

GRI 306-2, 306-4
SASB FB-PF-410a.1

URC is driving sustainable waste circularity and securing its Extended Producer Responsibility (EPR) compliance through high-impact, multi-stakeholder partnerships. This strategy began at the plant level, where the URC ESMO Plant partnered with Holcim Philippines Inc. (HPI) to pre-process and co-process its industrial waste, successfully diverting material from landfills in line with local directives.

Building on this operational foundation, URC and Holcim scaled their alliance into a community-driven model by partnering with various LGUs. This culminated in a tripartite Memorandum of Agreement (MOA) with the Municipality of Minalin, Pampanga, **to co-process up to 1,000 tonnes** of sorted, non-recyclable municipal plastic waste annually.

Within this initiative, Holcim manages the environmental co-processing, the LGU oversees safe waste handling, and URC spearheads social responsibility initiatives by providing incentives and support to frontline waste workers. Serving as a scalable blueprint for public-private collaboration, this program has **expanded across eight partner sites** to include three new Pampanga LGUs as well as LGUs in Cavite, Bulacan, and Rizal in Luzon, and Lanao del Sur and Misamis Oriental in Mindanao, empowering **more than 250 waste workers** and driving efficiency in municipal segregation.



Environmental Compliance

GRI 3-3, GRI 2-27
FB-PF-140a.3

URC recognizes that strict environmental compliance is essential in protecting employees, local communities, and ecosystems from operational hazards. By adhering to regulations, the Company reinforces responsible resource management in line with its materiality priorities and 2030 commitments, while strengthening social license to operate and building long-term trust.

To ensure long-term business resilience and ecological care, URC anchors its environmental and operational strategy in strict regulatory compliance across energy, water, and waste management systems.

In 2025, URC maintained its focus on regulatory compliance across its operational footprint. Demonstrating adherence to legal and regulatory requirements, the Company recorded zero monetary fines and had no cases requiring resolution through formal dispute mechanisms.

However, URC logged one non-monetary sanction concerning environmental regulations. The Company addressed the matter promptly by implementing immediate corrective actions and reinforcing operational controls to uphold statutory compliance, minimize environmental impact, and protect host communities across all operating units.

The Company also aligns its daily operations with these national environmental policies:

Energy Efficiency and Conservation (RA No. 11285): URC closely monitors its energy performance to improve efficiency. Meeting these regulatory benchmarks helps optimize production costs, mitigate operational emissions, and support long-term climate resilience.

Water Stewardship (NWRB Mandates): URC manages its water footprint by strictly adhering to extraction limits set by the National Water Resources Board (NWRB). Using on-site flowmeters for surface water and utility bills for municipal tracking, facilities aggregate monthly consumption data into a central sustainability platform, ensuring fully transparent resource conservation.

Hazardous Waste Procedures (DAO 2013-22): In compliance with Philippine guidelines, URC implements robust hazardous waste management protocols across its local operations. This structured approach protects workplace safety, prevents community environmental exposure, and secures full alignment with national ecological standards.



Active Response: Eco-Resonance

Environmental compliance also provides an opportunity to strengthen operations when challenges arise. When a community complaint regarding improper waste disposal and untreated wastewater discharge resulted in a Notice of Violation (NOV), the URC Cavite Plant did not just solve the issue. It used the setback as a catalyst for operational overhaul, launching Eco-Resonance, a comprehensive sustainability platform designed to harmonize industrial performance with environmental stewardship.



Resolving Community Grievances at the Source

The plant directly addressed its wastewater and waste management concerns by rebuilding its relationship with the surrounding environment and regulatory bodies. URC partnered with DENR EMB CALABARZON, transforming into a resource partner for capability development trainings that support the National Plan of Action for Marine Litter (NPOA-ML) and the EPR Act.

On the ground, community initiatives like the **Adopt-an-Estero Waterbody Program** and **Juan Goal for Plastics** turned regulatory compliance into proactive advocacy. Internally, **Project HEART**, a monthly plant-wide clean-up drive, fostered a deep-seated culture of shared accountability among employees, which boosted the plant's internal Pulse Survey engagement ratings from **81% to 83%**.



Tackling Overall Resource Constraint

Eco-Resonance expanded to tackle systemic issues, further unlocking operational efficiency. **Project Waterworks 2.0** saved **1.2 million liters of water annually**. Energy optimizations through **Ikot-Ikot Lang** reduced boiler steam demand, lowering the **EUR from 7.53 to 7.01**. On production lines, **Project ASTIG** minimized trimming waste to save **PHP 150,835 annually**, helping slash landfill waste from **65.20% to 33.16%**.

To ensure these gains remain permanent, operational reliability initiatives like **Sweet Seguridad** and **LIGTAS ang may ALARM** were embedded to prevent equipment failures and utility disruptions, eliminating the resource spikes associated with unexpected shutdowns.

Ultimately, the Eco-Resonance journey proved that environmental stewardship directly fuels commercial growth. While drastically shrinking its resource footprint, the Cavite Plant successfully boosted overall manufacturing output by **5.62%**—surging from **19,386 MT to 20,475 MT**.



People and Society

Scaling Impact Beyond Operations

GRI 3-3

URC nurtures shared prosperity by placing people at the heart of its operations. This section details how the Company protects and empowers its workforce, supports local communities, and ensures consumer safety. It also highlights how URC actively builds a resilient, ethical value chain by championing responsible farming practices and upholding human rights across its entire supplier network, driving collective progress from farm to fork.

URC's strategy delivers distinct operational and business benefits by empowering local agricultural partners to secure raw material supplies, upholding product safety and ethical practices to build consumer trust, safeguarding workforce health to improve retention and productivity, and maintaining strict compliance to mitigate legal, regulatory, and reputational risks.

URC's human-centered approach defines Responsible Growth in practice, proving that long-term enterprise expansion is inseparable from social and environmental stewardship.

Learn about URC's initiatives on:

- Occupational Health and Safety
- Workforce Development
- Human Rights in Supply Chain
- Community Impact



Occupational Health and Safety: Putting People First

GRI 2-4, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Occupational Health and Safety Performance^a

Disclosure	2024	2025
Total employees	13,952	13,801
Total man-hours worked	74,988,084	79,808,923
No. of work-related injuries	231	198
No. of work-related fatalities	1	1
Mo. of work-related ill health cases	0	0
No. of safety drills conducted	159	177
LTIFR	0.67	0.53
AIFR	3.08	2.48

^aOccupational health and safety data cover URC operations, including BCF-PH, Flour, SURE, AIG, head offices, external distribution centers in the Philippines, BCF-INT (excluding China), and UPACK. The 2024 data have been restated to include UPACK for better year-on-year comparability. Total man-hours include hours worked by regular and third-party workers under the Company's operational control. Work-related injuries include First Aid Treatment Injury (FTI), Medical Treatment Injury (MTI), and Lost-time Injury (LTI). LTIFR and AIFR are reported as the number of lost-time injuries and recordable work-related injuries, respectively, per 1,000,000 hours worked.

URC's full-time operations rely on heavy, complex machinery to manufacture products for local and international markets. Recognizing the high-risk, labor-intensive nature of these operations, it is crucial to prioritize occupational health and safety to promote wellness and prevent accidents for all of the Company's more than 13,000 employees, as well as ensure strict regulatory compliance.

An ineffective occupational health and safety system risks workplace injuries, loss of life, property damage, and lost productivity. Failing to meet safety standards also triggers regulatory penalties, harms employee retention, and damages customer trust.

Recognizing health and safety risks, URC is driven by the core value of **Putting People First**. The Company is deeply committed to embedding a strong safety culture that ensures a secure and healthy environment for employees through encouraging proactive risk management, integrating safety and environmental protection into facility operations, and actively supporting employee mental well-being. Through these initiatives, the Company observed a **14.29% decrease** in the total number of work-related injuries from **231 in 2024 to 198 in 2025**. URC also noted a marked decrease in Lost Time Injury Frequency Rate (LTIFR), which went **down by 20.90%**, as well as All Injury Frequency Rate (AIFR), which recorded a **19.48% decrease**.



In 2025, the Company celebrated its first-ever **OneURC Fire Prevention Month Celebration**. It was a company-wide fire safety awareness and preparedness platform that strengthened firefighting readiness and reinforced shared accountability across all sites.



Specific initiatives that URC developed to enforce health and safety include the **Reinforce Safety Program**, developed by the Global EHS Team in 2022. This initiative protects employees, promotes well-being, and directly addresses historical safety gaps by strengthening awareness, building ownership, and enforcing accountability to drive a culture of safety excellence.

URC's Safety Moments, where safety discussions and open meetings are conducted, were launched under the Reinforce Program, together with refresher courses on the Department of Labor and Employment (DOLE) mandatory 8-hour safety trainings. URC's annual **Environment, Health and Safety (EHS) summit**, where experts share best practices in safety innovation and environmental trends, is also part of the Program. Additionally, BCFG Philippines enhanced supply chain safety and building ownership by enforcing EHS certifications, implementing disciplinary frameworks and third-party audits, recognizing top performance, and integrating process safety management to prevent manufacturing risks as part of the Reinforce Program.

In terms of occupational health, URC ensures corporate accountability by proactively identifying workplace health hazards and illness trends to prevent acute and chronic diseases. To promote employee well-being, existing occupational health policies are reviewed and standardized, and additional policies are developed for general health and ergonomics, with a focus on working mothers and employees' family welfare.

In 2025, the **Alcohol-Free Policy** was created in compliance with Department Order 252. In addition, the **Occupational Health Operational Control Procedure** was documented to ensure standardized implementation of clinic operations across OneURC.

The Company further strengthens its occupational health initiatives through the **URC Mobile Caravans**, which bring

employee well-being directly to the front lines. In 2025, URC deployed **eight mobile caravans** across various plants, breaking down accessibility barriers for manufacturing and operational teams.

The initiative transforms worksites into comprehensive health hubs, offering free medical screenings like bone density assessments, eye refractions, and kidney ultrasounds. To promote holistic self-care, employees also receive therapeutic massages and medicine samples. By embedding proactive healthcare into daily operations, URC empowers its workforce, proving that a healthy team is foundational to sustainable operational excellence.

To further accelerate its ambition to become a Sustainable Global Enterprise, URC established the **OneURC Sustainability Awards** to celebrate outstanding achievements in Quality, Resource Management, and Safety. A cornerstone of this program is the prestigious **LIFE Excellence in Safety award**, presented to facilities and safety officers. By elevating triumphs, URC reinforces the importance of shared accountability and operational excellence to its sustainable future.



The improvement of URC's safety and health is also rooted in the Company's strong foundation of oversight and governance. The **Safety and Labor Relations Council**, established in 2024 and comprising representatives from Human Resources, Corporate Legal, Global EHS, the Global Sustainability Office, and the Chief Executive Office, meets monthly to address enterprise-wide safety concerns, review workplace incidents, discuss preventive strategies, and ensure regulatory compliance.

Annually, the Chief Supply Chain and Sustainability Officer reports occupational health and safety metrics, incident data, and program performance to the **Corporate Governance and Sustainability Committee**. This governance model ensures safety is deeply embedded in the Company's strategic decision-making and overall direction.

URC's continued focus on EHS management has led to operational improvements across its operations, resulting not only in lower injury rates but also contributing to resource efficiency goals. This dual impact demonstrates how responsible governance drives meaningful social, environmental, and operational outcomes.

Advancing Workplace Safety and Operational Resilience Across Operations

GRI 403-1, 403-2, 403-4, 403-9, 404-1, 404-2

URC elevates its workplace environment by integrating engineering controls, innovative technologies, and proactive safety management across its regional facilities.

Eliminating Structural Risks and Enhancing Plant Safety with UCP Pasig's Steam Recovery System

At the URC UCP Pasig plant, operational excellence begins with safeguarding the workplace. As the first facility across URC to deploy Forbes Marshall's advanced Flash Jet Pump (FJP) recovery system, the plant replaced volatile vented tanks with closed-loop technology. Because the FJP system operates using steam pressure, it eliminates pump cavitation and steam hammering within return lines. Removing these shockwaves significantly reduces structural damage to pipelines and minimizes steam leaks, safeguarding plant personnel.

Apart from safety, the system captures 100% of condensate and flash steam, returning it to the boiler at 100°C–105°C, which slashes fuel consumption, lowers GHG emissions, operates with zero electricity, and drastically reduces raw water usage and chemical treatment.



L.I.F.E
Excellence
in Safety Award

2025 Winners of the LIFE Excellence Awards

LIFE Excellence in Safety Award
URC BCF - San Pablo Plant

Best Safety Officer Award
Joel Banaag / Richard Ilagan (SPAB)

Embedding a Proactive Safety Culture

Complementing mechanical innovations, the EHS team at the Datu Pahat facility in Malaysia embedded daily **Safety Moments** into production meetings using a centralized repository of hazard briefings. This consistent engagement drove a cultural shift at the facility, resulting in **reductions of over 82% in the Lost Time Injury Frequency Rate** and over 83% in the All Injury Frequency Rate compared to the previous year. In recognition of this outstanding safety performance, the project team received the prestigious URChoice Award in 2025.



Vibrator conveying units for biscuit packaging

Targeted Workplace Improvements at URC Malaysia

To enhance workplace conditions and protect employees’ hearing, URC Malaysia upgraded its biscuit packaging line. The project involved replacing noisy vibrator-conveying units with a modern modular conveying system, which drastically reduced operational noise levels. This engineering control successfully transformed the acoustic environment of the packaging area, reducing operational noise from over 100 dB down to a safe 77 dB, earning formal recognition from the Department of Occupational Safety and Health (DOSH). To eliminate fall and ergonomic risks, URC Malaysia also replaced a sloped walkway with a secure scissor lift for material transfers. Acting as a substitution control, this upgrade eliminates the risk of slips, trips, and falls. The DOSH witnessed the load test and granted operational approval.



Using a slope to transfer materials

Nurturing a Future-Ready Workforce

GRI 403-2, 403-9, 404-1, 404-2

URC nurtures a future-ready workforce by driving deep employee engagement, modernizing HR processes, and championing holistic wellness. Under the **Grow Beyond UR Job** framework, these strategic workplace enhancements strengthen recruitment, boost retention, and solidify URC’s status as a top regional employer.

For employee engagement, URC strengthened employee engagement, alignment, and overall experience by enhancing town halls, recognition programs, workplace upgrades, medical and financial wellness benefits, and human resources processes.

Complementing these engagement efforts, URC invests heavily in continuous learning, upskilling, and leadership development. By aligning employee growth with business expansion, the Company equips employees with capabilities to navigate an evolving industry.

In 2025, URC strengthened its focus on employee skills training, with a **16.37% increase in total training hours** and a **21.80% increase in average training hours per employee** compared with 2024. This strategic focus enhances leadership effectiveness through sharper strategic decision-making, while continuous upskilling boosts workforce productivity and organizational resilience, ensuring the Company remains highly adaptable to industry changes.



Total and Average Training Hours^a

Disclosure	2024	2025
Total training hours	422,362.54	491,499.39
Average training hours per employee	30.27	36.87

^aData covers the total number of URC regular employees who underwent training.

Employee training and development drive long-term impact by strengthening leadership capabilities, improving workforce readiness, and supporting sustainable business performance. Without continued focus on this, URC faces operational challenges such as skills gaps, high turnover, increased safety risks, lower productivity, and reduced competitiveness.

One key initiative on scaling targeted learning is through URC’s **Growing Beyond the Job**, a set of development programs designed to boost organizational capability and leadership readiness across all levels.

Over 120 leaders participated in URC’s leadership training initiatives, most notably the New Leaders Program (NLP), in which three batches were trained in effective management skills. Designed to transition individual contributors into effective managers, NLP included an intensive five-day bootcamp for international learners to reinforce global standards, as well as a dedicated batch exclusively for new leaders in URC Thailand.

To fortify the mid-to-senior management pipeline, the organization deployed the Leadership Excellence Accelerated Development (LEAD) and Leadership Enrichment and Advancement Program (LEAP).

Additionally, the flagship **ACES program** prepared high-potential successors for critical roles through strategic,

enterprise-level Action Learning Projects. As a capstone activity, ACES participants undertook enterprise-level Action Learning Projects, solving real business challenges to deliver tangible, organization-wide impact.

In parallel with leadership tracking, URC scaled functional and technical training across its regional footprint, including Malaysia, Vietnam, Thailand, Indonesia, and Myanmar, to meet role-specific operational needs and drive a significant increase in total learning hours.

URC’s upskilling in leadership and operational capability was enabled by **URLearning**, the Company’s central learning management system (LMS). Featuring interactive, in-house e-learning modules, the platform expanded employee access to self-paced development. To ensure deep adoption, URC conducted localized training for business unit teams alongside employee LMS roadshows. This widespread digital integration ultimately automated and streamlined data-driven tracking of learning, including training hours and utilization rates, across the organization.

URC also implements employee recognition initiatives to honor excellence in performance, thereby contributing to operational improvements. Through this program, URC aims to nurture an inspired workforce, operationalizing URC’s goals and mission.

Honoring Excellent Employee Performance: URChoice Awards

URC celebrated its trailblazers at the **URChoice Awards** on February 12, 2025, at The Blue Leaf Cosmopolitan, presenting 21 awards to individuals and teams driving organization-wide success. Reimagined to reflect the OneURC spirit, the awards focused on two key categories.

Business Excellence recognized outstanding achievements in Business Outperformance, Breakthrough, Customer, and Operational Excellence. Meanwhile, People and

Organizational Transformation honored URC’s workforce commitment through the People and Culture, Sustainability, and Wellness: Safety and Health awards, spotlighting the passion and innovation fueling the Company’s progress.

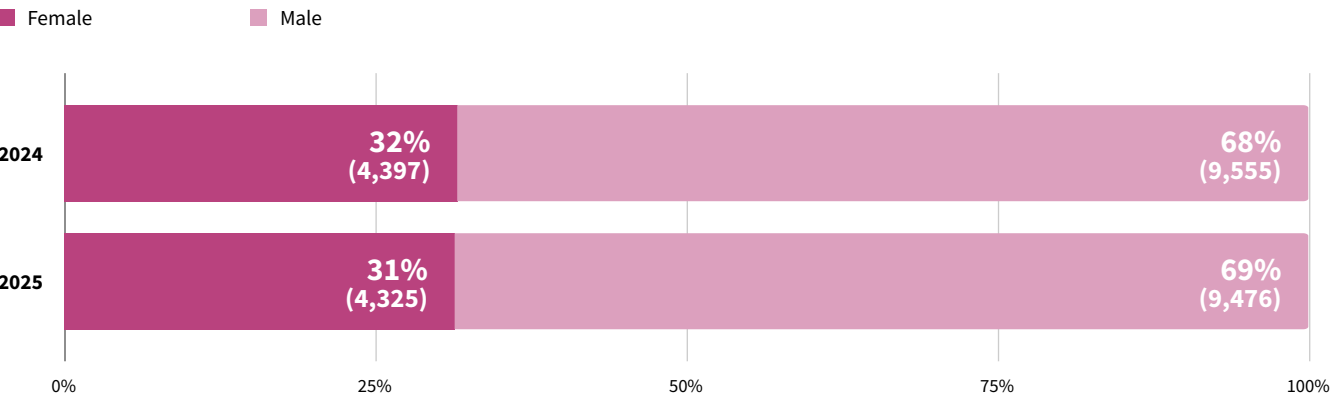
By honoring outstanding individual and team contributions across key categories like operational excellence, sustainability, and workforce wellness, the URChoice Awards strengthen corporate culture under the “OneURC” spirit, boost employee engagement, and drive continuous innovation across the enterprise.



Diversity and Equal Opportunity

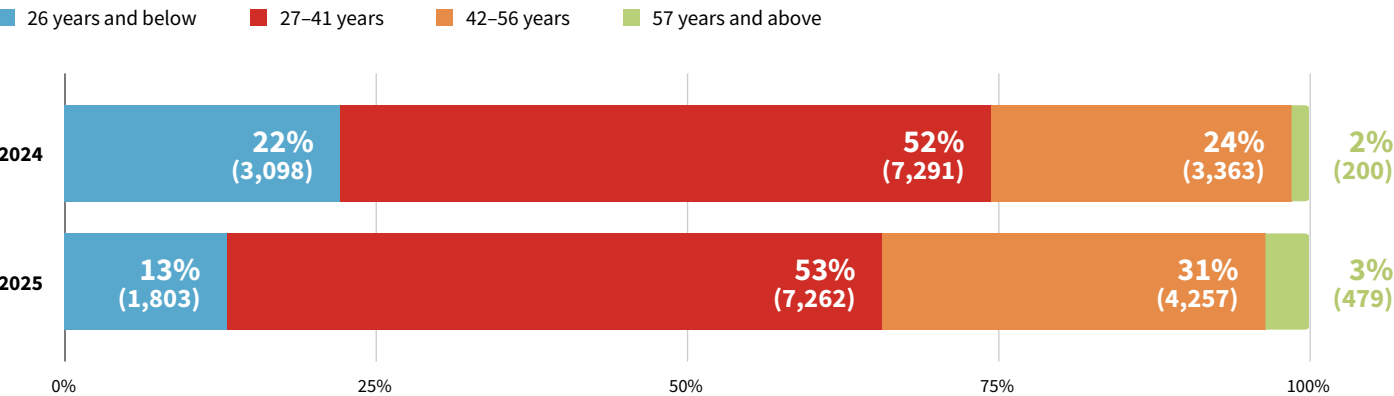
GRI 3-3, 405-1

Diversity by Gender^a



^aEmployee data covers all URC regular employees.

Diversity by Age Group^a



^aEmployee data covers all URC regular employees.

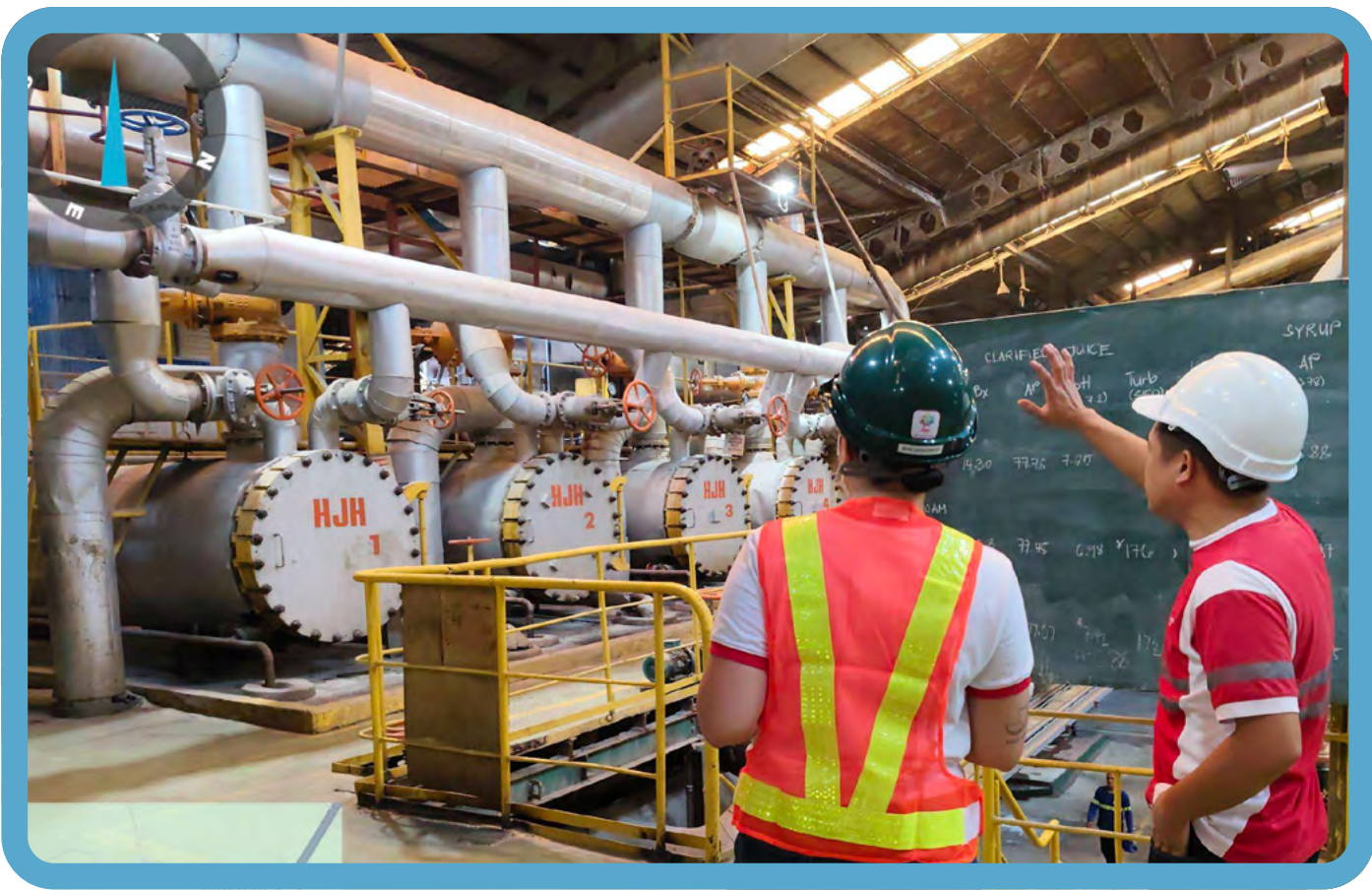
A diverse and inclusive workforce drives innovation, strengthens talent retention, and reflects the needs of a global market. Without policies and programs to enforce this, URC faces critical risks, including hiring bias, fragmented policies across markets, unequal access to advancement, and diminished employee trust. These ultimately threaten operational performance and brand credibility.

To mitigate these exposure risks, URC has continually advanced its diversity strategy by promoting equitable employment, standardizing hiring processes, and expanding inclusive well-being programs across all markets. URC centralized its talent acquisition under the **GoGBS** and launched a digital onboarding module to establish consistent, transparent, and equitable experiences for all new hires.

Equal access to leadership and resources was further reinforced through bi-annual town halls, expanded medical and financial wellness benefits, and workplace upgrades. Guided by the Grow Beyond UR Job framework and continuous metric monitoring, URC maintains cost sustainability while safeguarding fairness, solidifying its standing as an inclusive employer of choice (link to awards) across Southeast Asia.



URC Indonesia received the Diversity, Equity, and Inclusion Award and the Sustainable Workplace Award, highlighting its commitment to inclusive practices, employee care, and responsible growth.



Human Rights and Labor Management Practices

GRI 3-3, 2-23, 2-25, 2-26, 408-1, 409-1

URC strictly adheres to all labor and human rights regulations, recognizing that non-compliance directly jeopardizes overall sustainability, productivity, employee retention, and engagement.

URC enforces robust internal policies and guidelines regarding labor unions, corporate governance, confidentiality, and IT security. These are further supported by a comprehensive Code of Discipline and specialized guidelines aligned with national laws, including the Magna Carta of Women (RA 9710) for special leave benefits, the Anti-Sexual Harassment Act (RA 7877), and the Comprehensive Dangerous Drugs Act (RA 9165) for a drug-free workplace. Moving forward, URC remains committed to the highest ethical and lawful standards in managing and supporting its workforce. With its strict policies, the Company remains free from legal actions and employee grievances involving forced or child labor.

Protecting Employee Rights

To protect the rights of employees, URC has enacted policies for the following:

- Sexual Harassment
- Health, Safety and Welfare
- Corporate Environment, Health and Safety
- Drug-Free Workplace
- Workplace Policy on Prevention and Control of HIV, AIDS, Hepatitis B and Tuberculosis
- Special Benefits for Women/ Magna Carta for Women
- Solo Parent Leave
- Whistleblowing
- Data Privacy



Labor Management Practices

GRI 3-3, 2-30, 407-1

URC strictly upholds labor and human rights regulations across its operations, recognizing that compliance safeguards enterprise sustainability while protecting employee productivity, engagement, and retention.

URC duly complies with the Labor Code of the Philippines and enforces internal policies and guidelines regarding labor unions, confidentiality, corporate governance, information security, non-competition, sexual harassment prevention, women’s rights, and drug-free workplace requirements.

URC proactively engages employees and listens to their concerns through a **Collective Bargaining Agreement (CBA)**, working with labor unions to reach practicable and mutually acceptable agreements. In 2025, two CBAs were signed, bringing the total percentage of employees covered by a CBA to 21%, compared with 38% in 2024, while four CBAs remain under negotiation. Through continued dialogue and good-faith negotiations, URC strengthens workplace trust, supports labor cost predictability, minimizes the risk of operational disruptions, and promotes long-term workforce retention across its manufacturing operations.



URC Union-related Activities

BCFG

- Kapihan with Plant Manager
- Union Salu-salo with Plant Mancom
- Kamustahan with Union Presidents
- DOLE LMC National/Regional Convention
- LMC Check-ins, LMC Retrospective and Strategic Planning
- LMC Rewards and Recognition Program
- Annual Year-end Thanksgiving

Flour Group

- Seminar/orientation cum Capability building, Safety Training
- LMC meetings
- Participation in EHS, wellness, canteen, and CSR programs
- Year-end retrospective with parties and salu-salo
- Loyalty awards
- Recognition for retirees

SURE

- Management and Union meeting (Talakayan) at least once a month
- First Monday Flag ceremonies and General assembly meetings
- Participation in ER and CSR activities
- Management-Union Leadership Teambuilding
- LMC Council formation
- Active participation in NCMB Conventions

AIG

- Monthly Kabalikatan
- LMC meeting
- AIG LMC Council StratPlan
- AIG LMC Council Year-End Assessment
- AIG People and CSR Programs
- NCMB National and Regional Conventions

URC-Pasig AIG Finalist at the 2025 Twin Search for Outstanding Labor Management Cooperation and Grievance Machinery for Industrial Peace

URC’s focus on positive and consultative labor management was recognized in 2025, when URC-AIG Pasig was named a national finalist in the Search for Outstanding Grievance Machinery for Industrial Peace during the 14th National Convention on Labor Management Cooperation in November. The recognition from the National Conciliation and Mediation Board (NCMB) highlights URC’s commitment to fair, transparent, and accessible mechanisms for resolving workplace concerns and fostering industrial peace.

By showcasing its established grievance-handling system and best practices, URC Pasig demonstrated how promptly and fairly addressing employee concerns prevents conflicts from escalating into formal disputes. This proactive approach has significantly strengthened employee trust and confidence in management’s dedication to due process and workplace fairness.

Ultimately, this grievance machinery serves as a model of good governance. It has enhanced structured dialogue, elevated open communication, and promoted long-term industrial peace, contributing to a more positive, productive, and inclusive work environment for all employees.



Awards

In a year marked by growth and momentum, 2025 has been a defining year for URC as the Company’s people practices, workplace culture, and talent programs earned recognition from respected institutions in Southeast Asia. These awards affirm the everyday experiences, systems, and values that shape how URC supports its people and the organization’s progress toward creating an environment suited to employees’ emerging needs.

PHILIPPINES



Asia-Pacific’s Best 500 Companies of 2025
TIME Magazine and Statista



Best Companies to Work For in Asia 2025
HR Asia



Outstanding Labor-Management Cooperation (Top Honor)
Department of Labor and Employment-National Conciliation and Mediation Board (DOLE-NCMB)



Top Employer for Fresh Graduates

Strong employer reputation across manufacturing, business, science disciplines, and positive graduate reviews for culture, management, meaningful work, and overall experience
Prosple



Excellence in Employer Branding (Silver)
Economic Times Human Capital Awards



Excellence in AI-Powered HR Solutions (Silver)
Excellence in the Use of HR Technology (Bronze)
HR Excellence Awards



Best Recruitment Innovation for Young Talents Award
TalentView People Insights Awards

MALAYSIA



2025 Graduate’s Choice of Employer Top 10 in the FMCG Category
Talentbank



HR Asia Best Companies to Work For in Asia 2025

HR Asia Sustainable Workplace Award
HR Asia Malaysia Chapter



Brand of the Year in the Biscuits category (Munchy’s) 2024–2025
World Branding Awards

THAILAND



Thailand Best Employer Brand Award 2025
World HRD Congress

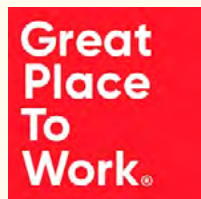


Best Employer Award 2025
Tisco Management Co., Ltd

INDONESIA



100 Best Companies to Work For Southeast Asia 2025
Fortune



Great Place to Work Certified for 2025

Best Workplaces in Indonesia 2025 (#8)

Best Workplaces in Asia 2025 (#11)
Great Place to Work



Best Companies to Work For in Asia 2025
HR Asia



Diversity, Equity, and Inclusion Award
HR Asia



Sustainable Workplace Award
HR Asia

MYANMAR



Best Companies to Work in Myanmar 2025
JobNet



Community Impact: Creating Shared Progress

GRI 3-3, 203-2, 413-1

At URC, corporate social responsibility is built on a commitment to uplift lives, protect the environment, and foster inclusive growth. Through targeted initiatives in community development, health, education, and environmental stewardship, URC translates its sustainability values into tangible progress at the local level.

URC focuses on community support and development, health and well-being, education and awareness, and environmental stewardship. Through these initiatives, URC extends responsible growth beyond its operations, empowering its communities in key development areas.



Community Support Development

URC actively partners with local communities to build sustainable foundations for both economic growth and basic human dignity.



- The Kabalikat Program:** Launched in 2014 under Robina Agri Partners (URC Agro-Industrial Group), this long-standing initiative partners with Filipino farmers, particularly hog raisers, to boost kalidad (quality) and kita (profitability).
- Flour Bida sa Masa:** URC Flour continues to support local entrepreneurship through Bida sa Masa 2025: Be the Next Bakerpreneur. In 2025, the competition attracted more than **80 professional and home bakers** from across the Philippines. Two bakers were named the grand champions of the 2025 competition. Each champion received a **PHP 100,000 prize package**, which included PHP 70,000 in cash and PHP 30,000 worth of baking equipment and URC Flour products to support the development of their baking businesses.
- Palikuran ni Juan:** Addressing crucial sanitation needs, this community-centered initiative has successfully constructed 26 toilet units as of April 2025, providing 26 qualified families with safe, private, and dignified access to sanitation.
- Public Sector Support and Product Donations:** URC Malaysia maintained regular product contributions to essential local authorities and emergency services, including the Police, Fire Department, Immigration, Health Department, Halal Department, Department of Occupational Safety and Health (DOSH), and the District Council.
- Sustained Food Bank Contributions via Kechara Soup Kitchen:** Monthly product donations were provided to the Kechara Soup Kitchen (KSK) to support ongoing soup kitchen operations.
- Nutritional Support for Underprivileged Students:** Through the Food Distribution and Arjuna Juara Programs, URC Malaysia provided energy-boosting biscuits to orphaned individuals and students from low-income households.



Health and Well-being: Lifesaving Support and Elderly Care

- Blood Donation Drive:** URC employees came together for a voluntary blood donation drive, reinforcing the Company’s commitment to promoting community health and supporting local medical reserves.
- Elderly Care and Nursing Home Outreach:** A meaningful year-end visit was organized at the Noble Care Klang facility, supported by an internal employee donation drive that funded the purchase of therapeutic materials.



Education and Awareness: Investing in the Future

- URC believes in empowering the next generation by improving learning environments and fostering a love for reading.
- Brigada Eskwela:** On July 2, 2025, employees volunteered to help clean and refurbish local schools, ensuring a welcoming and safe environment for returning students.
 - Simlong Elementary School Book Drive:** On December 17, 2025, URC donated 130 books to enrich the school’s library.
 - Interactive Storytelling:** On December 3, 2025, 22 passionate employee volunteers conducted interactive storytelling sessions, benefiting and inspiring 131 young learners.





Product



Learn about URC's initiatives on:

- Product, Consumer, and Market Responsibility
- Procurement Practices
- Sustainable Agriculture
- Supplier Management

Crafting Well-loved Brands

GRI 3-3, 416-1, 417-1, 417-2

Delivering quality products is URC's non-negotiable promise to consumers. By combining strict global standards, transparent labeling, and consumer engagement, URC upholds its trusted quality, built on its 70-year legacy and supported by a multi-sourced supply chain and local agricultural partnerships.

By embedding sustainability across its entire value chain, URC aligns commercial expansion with stewardship, ensuring growth generates lasting shared value for consumers, local communities and the environment.



Product Quality and Food Safety

At URC, the corporate vision is to deliver brands of exceptional quality and value. The Company operates under the principle that keeping products safe and high-quality is a non-negotiable promise to consumers. Because a single valid safety concern can adversely affect the entire business, URC holds its operations to the highest global standards.

The Company recorded **no substantiated product recalls** related to product safety in 2025, reflecting the effectiveness of its quality assurance and food safety systems. Additionally, URC received **zero complaints** on product or service health and safety.

To maintain consistent product excellence, URC implements internal performance measures, such as the Process Conformance Index, to ensure products meet defined quality specifications and consumer expectations. URC also adheres to the product recall guidelines set by the Department of Trade and Industry (DTI) and continuously enhances its Quality and Food Safety Standards in line with evolving global benchmarks.

URC ensures that 100% of its products comply with applicable regulatory standards and quality requirements set by relevant authorities, including the Philippine Food and Drug Administration (FDA) and the Department of Health (DOH). The Company strictly adheres to the Philippine Food Safety Act (Republic Act No. 10611), which safeguards consumer health and welfare. Compliance covers the full product lifecycle, including registration, manufacturing, inspection, labeling, distribution, and marketing.

On the supplier side, compliance with URC's Food Safety and Quality Management System standards is strictly enforced, while quality at the source is heavily promoted among supplier partners. Supplier Food Safety and Quality Management System (FSQMS) Audits are conducted based on supplier risk assessments and prioritization criteria to ensure the quality and safety of goods supplied to the Company.



Celebrating a Quality Culture: PEARL Excellence Awards

To encourage continued adherence to the Company's product quality and food safety standards, URC also incentivizes and celebrates outstanding safety milestones. Part of the annual Sustainability Awards is the PEARL Excellence Awards—where PEARL stands for: **P**roduct Quality and Food Safety, **E**ngaged Quality, **P**ractitioners, **A**ctions to improve Infrastructure, **R**etained Certifications, **L**aboratory Management— which recognizes facilities, plants, and Quality Assurance (QA) leaders who champion an exemplary food safety culture. In 2025, the Vietnam Coffee Plant was recognized as the Overall PEARL Excellence Winner.

Safety awards transform routine compliance into a value-driven culture by motivating employees to actively manage risks and enforce strict quality controls. This proactive engagement reduces workplace incidents, operational downtime, and associated costs while significantly boosting employee morale and retention. Additionally, safety recognition sparks healthy competition across facilities to upgrade infrastructure and share best practices, ultimately strengthening brand reputation and stakeholder trust.



Customer Engagement and Satisfaction^a



8
Customer satisfaction score^a (2024)



7
Customer satisfaction score^a (2025)

^aCustomer satisfaction data is based on an independent third-party survey covering URC's trade customers, including key accounts and distributors.

URC remains committed to actively exploring opportunities to strengthen customer relationships and engage with key stakeholders. The Company remains focused on understanding and meeting the evolving needs of consumers, reflecting a deep dedication to providing safe and high-quality food options. This consumer-centric philosophy is integral to the broader corporate strategy to enhance the product portfolio and ensure all offerings closely align with market demands.

In 2025, URC recorded a one-point drop in its customer satisfaction score. In response, URC aims to drive continuous improvement through its **Innovation Process Management framework**. This structured approach guides product development seamlessly from initial ideation to final execution. A vital component of this process is the proactive assessment and mitigation of risks associated with quality, regulatory compliance, safety, and intellectual property, ensuring that new products are both viable and secure before reaching the market.

To address customer issues, URC has established comprehensive guidelines for handling all types of customer feedback and complaints across various channels, including calls, emails, social media, and walk-in inquiries. The Company also closely monitors online feedback and maintains a rapid-response system to ensure that customer complaints are addressed promptly and any dissatisfaction is resolved immediately. In addition, URC maintains a dedicated Customer Care Group that engages directly with consumers, as well as a Sales Account Management Team that responds to the needs and concerns of its business partners.



URC Malaysia-Datu Pahat Plant awarded Best in Recognized Systems and Certification in 2025. This milestone highlights the facility’s dedication to meeting global safety expectations and satisfying strict customer requirements.

Marketing and Labeling

GRI 3-3, 417-1, 417-2

URC views transparent product labeling as both a regulatory mandate and a core consumer responsibility. Inaccurate labels pose severe risks, including product recalls and damaged brand reputation. With this, the Company ensures compliance across all marketing and registration by conducting rigorous nutritional analyses to guarantee honest, accurate product declarations. For 2025, URC is proud to report that it has not received any complaints on marketing and labeling during the reporting period.

Front



Back



Procurement and Sourcing Practices

GRI 3-3, 204-1, 308-1, 308-2, 414-1, 414-2

To support regional operations and guarantee product quality, URC sources key input materials both locally and globally. For high-spend, high-utility materials, URC maintains multiple geographically diverse suppliers to ensure business continuity.

Sustainable procurement is essential to URC’s operational resilience, brand integrity, and long-term value creation. By enforcing rigorous EHS standards and employing multi-sourcing strategies, URC secures high-quality inputs while empowering local farming communities through programs such as the Sustainable Potato Program and Project Salig. This proactive framework helps mitigate key supply chain risks, including vendor non-compliance, material shortages, and climate disruptions, while safeguarding product safety and ensuring sustainable, responsible growth.

Proportion of Spending on Local Suppliers^a



Percentage of procurement budget used for significant locations of operations that is spent on local suppliers

To revolutionize its supply chain, URC launched its Sustainable Procurement Program. This initiative structures supplier relations around seven core pillars, including human rights, labor practices, and environmental stewardship, positioning URC as a preferred business partner.

The procurement practices align with the Company’s commitment to product quality. Over the years, the Company has ensured that the finest materials are sourced through stringent sourcing, supplier accreditation, and supplier management. It also shares best practices in sourcing among its strategic partners, such as Danone of France, Nissin of Japan, and Vitasoy of Hong Kong, where there are opportunities for synergy and lessons learned.

^aData covers BCF-PH and BCF-INT operations and includes direct material procurement (raw materials and packaging materials) only.

Responsible Sourcing and Traceability

GRI 3-3, 308-1, 308-2, 414-1, 414-2

As supply chain management is material to URC’s operations, ensuring that raw materials are traceable and responsibly sourced is critical to upholding its high food safety standards. The Company actively encourages partners to adopt sustainable practices, mitigating risks through performance evaluations and strategic, collaborative partnerships focused on innovation, in accordance with our Supplier Code of Conduct.

Managing Labor and Human Rights Risks in the Supply Chain

With an extensive network of agricultural suppliers and contractors across diverse regions, URC faces potential upstream exposure to labor and human rights risks. Without rigorous monitoring and active supplier engagement, large-scale food and beverage supply chains are vulnerable to unfair labor practices, unsafe working conditions, or inadequate labor protections.

To mitigate these critical reputational and operational risks, URC prioritizes comprehensive supplier assessments and robust oversight mechanisms. Proactive engagement ensures all partners uphold fair working standards, making responsible sourcing a cornerstone of URC’s supply chain resilience.

Strict Supplier Compliance

To secure a resilient network, URC enforces a meticulous **Supplier Accreditation Policy**. All partners undergo thorough screening and orientation on the Company’s operational standards. Compliance is further cemented by the **Supplier Code of Conduct**, which mandates strict adherence to business integrity, social responsibility, and environmental guidelines, ensuring a shared commitment to transparent and ethical growth.

Sustainable Procurement

GRI 2-6, 204-1, 308-1, 414-1
SASB FB-PF-430a.1

To promote responsible sourcing of raw and packaging materials, demonstrate environmental stewardship, and enable sustainable development in the communities where the company operates, URC launched the Sustainable Procurement Program to lead the transformation towards a sustainable supply chain.

The program integrated seven core subjects: organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement in developing a holistic procurement and sourcing strategy.

As part of its 2025 initiatives, URC advanced its supplier governance framework by conducting comprehensive supplier capability assessments and performance monitoring, while actively implementing comprehensive policies for supplier accreditation and regulatory compliance.

Supplier Management Practice	2025
Supplier accreditation policy	Implemented
Supplier capability assessment	Conducted
Supplier performance monitoring	Conducted
Supplier compliance management	Implemented

Strengthening URC’s Sustainable Palm Oil Journey

For URC, relying on unsustainable palm oil poses severe reputational, regulatory, and operational risks, as links to deforestation and labor issues can trigger consumer backlash, disrupt supply chains, and jeopardize market access.

To mitigate palm oil-related issues, URC has steadily advanced its commitment to ethical and responsible sourcing through its structured palm olein sustainability journey, which began in 2020 and has expanded significantly through 2025.

In May 2020, URC officially secured its Roundtable on Sustainable Palm Oil (RSPO) membership under the Consumer Goods Manufacturer category (Membership No. 4-1324-20-000-00). By building close relationships with key suppliers, URC successfully ensured that three of its four primary palm oil partners achieved RSPO certification. Over the last five years, URC has scaled up its compliance and sustainable procurement volume. In 2025, the Company reached another set of milestones as it targets 100% Procurement of RSPO Mass Balance (MB) Certified Palm Olein until 2030:

- Expanded Certification:** What began as a single-site RSPO-MB certification has successfully expanded. URC completed its 4th Surveillance Audit with Zero Non-Conformance (NC) across key operations, including URC Head Office, Calamba 2, Canlubang, San Pedro 1 and 2, Pampanga 1, and the Meycauayan Coal Depot (MCD).
- Supply Chain Volume Growth:** URC regional operations have made major strides, with URC Malaysia successfully reaching 40% RSPO-certified palm oil sourcing.
- Continuous Monitoring:** To maintain transparency, URC completed its 2025 RSPO Annual Communication of Progress (ACOP), reporting on its palm oil sourcing and maintaining its target to use 100% RSPO MB Olein by 2030.

Through strict supplier screening, independent audits, and active regional transition plans, URC continues to secure a more resilient, responsible, and sustainable ingredient supply chain.

RSPO implementation is on track. In 2026, 20% of consumption will be RSPO, increasing by 20% year on year to reach 100% in 2030. A significant increase in the price of Crude Palm Oil in 2025 limits the purchase of RSPO to lessen the impact on the business.

Sustainable Agriculture

GRI 2-6, 3-3, 308-1, 308-2

URC proactively integrates local agriculture into its sustainable procurement agenda. Through the **Sustainable Potato Program**, the Company supports potato farming communities in Benguet, Bukidnon, and Davao del Sur by providing high-quality table potato seeds to increase yield and scale up productivity. Similarly, in partnership with local governments, URC’s **Project Salig** continues to support sugarcane farmers in Negros and Batangas. By strengthening these local farming communities, URC secures resilient, traceable, and sustainable agricultural sources close to home.

Empowering Potato Farmers: Sustainable Potato Program

GRI 2-6, 3-3, 203-1

Making an impact on the multiplication and distribution of potato seeds

 **500 MT**
Potato seeds

 **900+**
Farmer beneficiaries

Improved livelihood

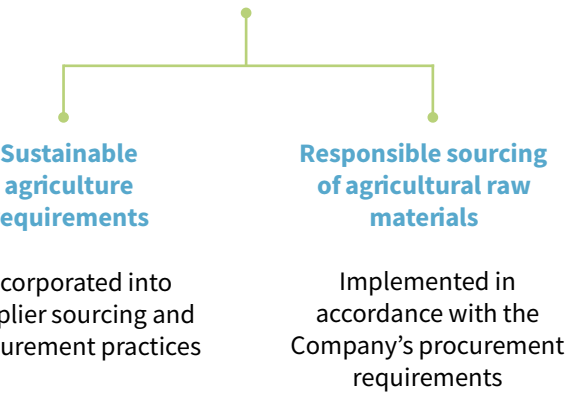
 **PHP 144K**
Average income per farmer per planting cycle

Enhanced skills and knowledge through the GBF STEM-AGRI scholarship grant

Access to URC affiliates and other institutional markets



Sustainable Agriculture



Honoring Partnerships and Shared Success

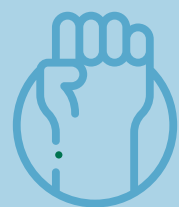
While URC maintains strict ethical, quality, and environmental standards throughout its supply chain, it firmly believes in celebrating the partners who rise to meet these high expectations. Through the annual URC Partner Global Supplier Excellence Awards, the Company rewards outstanding suppliers for their exceptional reliability, quality, and shared commitment to sustainable growth.

On April 8, 2025, URC hosted its annual URC Partner Global Supplier Excellence Awards to honor outstanding supplier performance and celebrate the partners vital to the Company’s success.

The event serves as a platform to inspire continuous improvement and a shared commitment to sustainability across the supply chain. By celebrating exemplary collaboration, URC acknowledges the invaluable role its partners play in helping the company deliver high-quality food choices. During the ceremony, **30 exceptional suppliers were recognized** across four major categories:

- **Extra Mile Award**
- **Supply Reliability Excellence Award**
- **Quality Excellence Award**
- **Supplier of the Year Award**

This annual recognition reinforces URC’s commitment to building strong, transparent, and mutually beneficial partnerships that drive mutual growth and operational resilience.



Responsible Growth in Action



Strengthening the Foundation

Learn about URC's initiatives on:

- Corporate Governance and Business Ethics
- Customer Privacy and Data Protection

URC recognizes that strong corporate governance is the essential foundation of Responsible Growth. By embedding transparency, accountability, and ethical leadership into its core operations, URC drives long-term performance, financial stability, and business integrity, ultimately protecting the interests of shareholders and other stakeholders.

Achieving 100% anti-corruption coverage and zero compliance incidents builds stakeholder trust. URC's robust governance, open-door policies, and proactive cybersecurity protect corporate assets, secure customer data, and eliminate regulatory risks. This uncompromising ethical foundation drives operational resilience, safeguards brand reputation, and ensures long-term, sustainable business success.



Corporate Governance and Business Ethics

GRI 3-3, 2-9, 2-16, 2-23, 2-24, 2-26

Corruption undermines URC's ability to create and distribute value fairly among its stakeholders. Left unchecked, it can weaken the culture of integrity, transparency, and accountability that underpins collaboration, drives innovation, and enables strong coordination across the organization.

To guard its integrity, URC is committed to promoting transparency and fairness to all stakeholders through initiatives anchored on JG Summit's anti-corruption program.

The Company continuously strives to strengthen and improve its corporate governance practices by adopting best practices, including building a competent board, aligning strategies with goals, managing risk effectively, adhering to high standards of ethics and integrity, and promoting accountability by defining roles and responsibilities.

Through its strong anti-corruption policies, URC has maintained a robust record of corporate governance and business integrity, reporting zero incidents of corruption across all key metrics.

The Company recorded no directors removed or disciplined, no employees dismissed or disciplined, and no contracts with business partners terminated due to corruption issues. This is supported by communication and training on anti-corruption policies and procedures to 100% of all employees, including directors and management, as well as business partners.

To enable reporting on unethical behaviors, the Company has **URvoice**, a digital platform where employees and stakeholders can freely and securely share their observations and concerns regarding adherence to the Company's purpose, values, and policies, including Anti-Corruption.

URC's anti-corruption policies and programs are also made available online for easy access to all employees in the organization. An eModule on the Code of Business Conduct is also available on the Company's training platform, which all employees are required to complete to gauge their comprehension and retention of the Company's policies and guidelines.

Taking a Stand on Anti-Corruption

GRI 3-3, 205-1, 205-2, 205-3

Upon onboarding, the board of directors (BOD) undergoes an orientation on URC's Code of Conduct, which includes the Anti-Graft Corruption Policy. On November 18, 2025, a Corporate Governance training, including sessions on anti-corruption and anti-money laundering, was attended and completed by the following members of the Board of Directors:

- Lance Y. Gokongwei
- Johnson Robert G. Go, Jr.
- Patrick Henry C. Go
- Irwin C. Lee
- Christine Marie B. Angco
- Rizalina G. Mantaring
- Cesar V. Purisima
- Antonio Jose U. Periquet, Jr.



URC Policies on Good Governance

GRI 2-23, 2-24, 2-26

Conflict of Interest

The Company's Code of Business Conduct and Conflict of Interest Policy requires employees to make a conscious effort to avoid conflict-of-interest situations so that their judgment and discretion are not influenced by considerations of personal gain or benefit. A conflict of interest may also occur because of the actions, employment, or investments of an immediate family member of an employee.

Conduct of Business and Fair Dealings

The Company's employees who recommend, endorse, or approve the procurement or sale of goods and services should make a conscious effort to avoid any conflict-of-interest situations in transactions in which they are involved.

Receipt of Gifts from Third Parties

The Company allows the acceptance of gifts only during the Christmas Season. There is no restriction on the value of the gift accepted. However, accepted gifts with an estimated value of over PHP 2,000 must be disclosed to the Conflicts of Interest Committee.

Compliance with Laws and Regulations

The Company ensures that all transactions comply with relevant laws and regulations. Any deficiencies are immediately rectified.

Respect for Trade Secrets / Use of Non-Public Information

The Company has policies that ensure proper and authorized disclosure of confidential information. Disclosures to the public can only be made after disclosure to the SEC and PSE by the Company's authorized officers.

Use of Company Funds, Assets, and Information

Employees are required to safeguard Company resources and assets with honesty and integrity. Employees must ensure that these assets are efficiently, effectively, and responsibly utilized.

Employment and Labor Laws and Policies

The Company's Human Resources Unit ensures compliance with employment policies and labor laws.

Disciplinary Actions

Violation of any provision of the Code of Business Conduct may result in disciplinary action, including dismissal and reimbursement of any loss to the Company caused by the employee's actions. If appropriate, a violation may result in legal action against the employee or referral to the appropriate government authorities.

Whistle Blower

Any employee may discuss or disclose in writing any concern about a potential violation of the Code of Business Conduct with the Conflicts of Interest Committee (CICOM). Reports or disclosures can be made in writing or by e-mail. All information received in connection with the reports or disclosures shall be strictly confidential and shall not be disclosed to any person without the prior consent of CICOM.

Conflict Resolution

The CICOM submits recommendations on courses of action to be taken in conflicts-of-interest situations. The decision is made by the Executive Committee. Integral to URC's Purpose, Values, and Ambition (PVA), which employs a four-pronged approach to cultivating trust within the organization, the Open-Door Policy is a management commitment to leave the proverbial door open to all employees and cultivate trust across all levels in the chain of command.

Customer Privacy and Data Protection

GRI 3-3, 418-1

URC's commercial ecosystem relies on two key customer segments that handle highly confidential business data: a. Key Accounts in the modern trade, such as large grocery chains, convenience stores, and wholesalers, which are managed directly by Key Account Managers, and b. Exclusive Distributors in the traditional trade, consisting of regional and area distributors who are supported by Regional and Area Sales Managers.

Securing digital assets and protecting the data of URC's key customers are business-critical priorities at URC. As the Company modernizes its operations, maintaining a robust cybersecurity posture ensures business continuity, protects its reputation, and preserves trust across its entire value chain.

To safeguard these long-time partnerships, the Company enforces strict confidentiality protocols and robust data governance frameworks to ensure that all customer, distributor, and account information remains secure, private, and resilient against unauthorized access.

Under the JG Summit Holdings, Inc. (JGSHI) umbrella, URC implements cybersecurity measures to strengthen preventive controls and ensure the security and confidentiality of the company's data. To date, the Data Privacy Policy and Information Security (InfoSec) Policies applicable to the whole conglomerate are in place.

The Company also established the **Information Security Management Systems (ISMS) Policies**, which institutionalize information security as part of the conglomerate's enterprise risk management, protect the Company's information assets and reputation, and ensure compliance with relevant laws and regulations.

In 2025, URC maintained a 100% clean record in consumer privacy and data security. The Company recorded zero substantiated privacy complaints, zero unauthorized use of data for secondary purposes, and zero data breaches, maintaining its security performance since 2024. These results demonstrate URC's commitment to uncompromising data governance and robust cybersecurity and privacy protections.

Proactive Security Operations and Continuous Assessment

To ensure operational resilience, URC's security teams regularly conduct scheduled and ad hoc drills to practice cyber incident response and breach management procedures. This hands-on preparedness is backed by continuous defense and evaluation initiatives:

- 24/7 Security Operations Center (SOC):** Established in January 2020, the SOC provides round-the-clock monitoring of JG Summit's information assets, including URC's, to maintain and defend the enterprise security baseline.
- Advanced Managed Detection & Response (MDR):** Launched in Q4 2024 and completed on schedule in Q2 2025, this project upgraded URC from a traditional "Record and Detect" SOC to an advanced "Investigate and Respond" model. This capability allows the team to neutralize potential threats faster, significantly reducing resolution time and overall business risk.
- Security Posture Assessment:** In December 2025, URC partnered with Red Rock to launch a comprehensive Security Posture Assessment. This initiative provides a clear, evidence-based evaluation of the company's current security maturity, the effectiveness of existing safeguards, and alignment with regulatory and enterprise risk requirements.
- Annual Governance and Audits:** The Corporate IT Audit team conducts yearly assessments of the JG Summit Information Security Office's programs. This ensures ongoing alignment with corporate policies, statutory and regulatory requirements, and the broader enterprise risk management framework.



Steady Progress Towards 2030 Commitments

GRI 201-1

URC continues to make steady progress toward its long-term sustainability targets, demonstrating how Responsible Growth is translating into measurable outcomes. Guided by a foundation of responsible governance, the Company’s ethical leadership and transparent oversight actively drive strong, measurable performance across environmental stewardship, product wellness, and responsible sourcing in 2025.

Pillar	Targets	2025 Updates and Milestones
People and Communities We will make people’s lives better by promoting a safe workplace, creating a learning environment for all, and engaging stakeholders in the communities where we operate.	Zero Lost Time Injury Frequency Rate 24 training hours/employee every year 10% increase in volunteers and beneficiaries every year	Occupational Health and Safety: URC recorded a LTIFR of 0.53 in 2025, working closely toward its ultimate target of zero lost-time injuries. People Development: Employees logged an average of 36.87 training hours in 2025, significantly exceeding the annual target of 24 hours per employee.
Climate Action We will move towards a low-carbon economy by optimizing the use of renewable energy and using offset mechanisms to reduce the impact of GHG emissions.	Net Zero by 2050 30% Energy Use Ratio (EUR) reduction by 2030 vs 2020	Energy: URC reduced its EUR by 4.06% compared to 2024, keeping the company on track toward its goal of a 30% reduction by 2030 (vs. 2020 baseline).
Water We will use water responsibly and safeguard its resources.	40% Water Use Ratio (WUR) reduction by 2030 vs 2020	Water: The WUR stood at 5.28 in 2025 as the Company works toward its 40% reduction target by 2030.
Product We will improve choices in our product portfolio with quality, healthy, and nutritious choices.	100% of total products to pass at least 3 wellness criteria by 2030	Product Wellness: Performance against the updated URC Wellness Criteria showed exceptional results. In 2025, 100% of products passed at least one wellness criterion. Furthermore, 97% passed two criteria while 85% passed three, demonstrating advanced formulation improvements across the portfolio.
Packaging We will reduce our packaging footprint and promote a circular economy.	Plastic Neutrality by 2030	Packaging: Active plastic lightweighting initiatives remain in place to support the Company’s target of achieving plastic neutrality by 2030.
Sourcing We will promote responsible sourcing of key ingredients (e.g., palm olein, chipping potato, coffee, cocoa, and corn)	100% GAP-certified potato 100% RSPO-certified palm olein 50% Responsibly sourced coffee + cocoa	Potatoes: URC achieved its target of sourcing 100% of its chipping potatoes from Good Agricultural Practices (GAP)-certified suppliers. Palm Olein: On track to hit 100% RSPO-certified palm olein by 2030. In 2026, RSPO-certified consumption is projected to reach 20% , with plans to increase by 20% year-on-year to hit the 100% integration mark by 2030.

Annex

I. COMPLIANCE

GRI 201-1

Economic Performance

Direct Economic Value Generated and Distributed (million PHP)	2024	2025
Direct economic value generated	162,626	168,456
Revenue	162,626	168,456
Direct economic value distributed	159,567	167,214
Operating costs	125,592	130,594
Employee wages and benefits	18,300	19,844
Payments to providers of capital	9,965	11,117
Payments to government	5,699	5,647
Community investments	12	12
Economic value retained	3,059	1,242



Employee wages and benefits

Employee wages and benefits include salaries and wages, other employee benefits, pension expense, direct labor under cost of goods sold (COGS), and contracted services.



Operating costs

Payments to suppliers and other operating costs include cost of sales, operating expense (excluding personnel cost, direct labor under COGS, contracted services, licenses and taxes), net foreign exchange gains (losses), market valuation loss on financial assets and liabilities at fair value through profit or loss – net, other income (expense).



Payments to providers of capital

Dividends given to stockholders and interest payments to loan providers include dividends paid and finance cost.



Payments to government

Taxes given to government include provision for income tax and payments to government (taxes and licenses).



Community investments

Investment to community include key significant community engagement initiatives, food and beverage conducted by the company within the year.



Revenue

Gross revenue includes sale from goods and services, and finance revenues.

II. ECO-EFFICIENCY

Energy Management^a

GRI 2-4, 103-4, 302-3
SASB FB-PF-130a.1

2024		2025	
Energy Use Ratio (in GJ/MT)			
2.71		2.60	
Energy Intensity (in GJ/Million PHP Revenue)			
43.85		42.08	

Waste Management^c

GRI 306-4, 306-5

ZERO WASTE-TO-LANDFILL

2024		2025	
Percentage of Waste-to-Landfill (WTL)			
1.16%		0.63 %	

Environmental Compliance

GRI 2-27

NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS^e

Disclosure	2024	2025
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	None	None
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0	1
No. of cases resolved through dispute resolution mechanism	None	None

^a Data covers URC operations, including BCF-PH, Flour, SURE, AIG, Packaging, head offices, external distribution centers in the Philippines, and BCF-INT (excluding China). Renewable energy includes on-site renewable generation and purchased renewable electricity, while fossil fuels comprise fuels used in operations and company-owned vehicles. The Energy Use Ratio (EUR) is calculated relative to production volume. Comparative 2024 data have been restated to reflect the inclusion of Packaging Operations.

^b Water data covers URC operations, including BCF-PH, Flour, SURE, AIG, and BCF-INT. Comparative 2024 data have been restated to reflect the inclusion of Packaging Operations.

^c Waste-to-Landfill (WTL) indicates the proportion of total waste sent to landfill. URC diverts waste through recycling, composting, reuse, and other recovery methods, minimizing residual waste sent to landfill.

^d Air pollutant emissions data covers URC operations, including BCF-PH, BCF-INT, Flour, SURE, and AIG for 2024, and Packaging operations in 2025. Emissions are measured from boilers, generator sets, ovens, and chimneys in accordance with DENR emission standards. Company-owned boilers, generator sets, and vehicles undergo mandatory emissions testing as required by the Department of Environment and Natural Resources (DENR) and the Land Transportation Office (LTO). Comparative 2025 data reflect the inclusion of Packaging operations.

^e No material fines or penalties for non-compliance with environmental laws and regulations were incurred by the Company or its subsidiaries during the reporting period.

III. IMPACT

Employee Management

GRI 2-7, GRI 401-1

EMPLOYEES BY LENGTH OF SERVICE^a

Category	Number		Percentage	
	2024	2025	2024	2025
Less than 1 year	1,507	1,364	11	10
1–3 years	3,153	3,289	23	24
3–5 years	1,512	1,261	11	9
5–7 years	1,545	1,574	11	11
More than 7 years	6,235	6,313	45	46
TOTAL	13,952	13,801	100	100

EMPLOYEES BY EMPLOYEE CATEGORY^{ab}

Category	Number		Percentage	
	2024	2025	2024	2025
Executive/Senior Management	78	81	1	1
Managerial	1,167	897	8	6
Professional/Technical/Supervisor	4,054	3,268	29	24
Rank-and-file	8,285	9,555	59	69
Seasonal	368	505	3	-
TOTAL	13,952	13,801	100	100

EMPLOYEES BY BUSINESS UNIT^a

Business Unit	Number		Percentage	
	2024	2025	2024	2025
BCF PH	4,061	4,124	29	30
BCF International	5,437	5,363	39	39
AIG	669	677	5	5
Flour	455	484	3	4
SURE	2,246	2,242	16	16
Main & GRI	486	487	3	4
Packaging	598	424	4	3
TOTAL	13,952	13,801	100	100

^a Employee data covers all URC regular employees.

^b Employee data covers all URC regular employees; 2025 seasonal employees are excluded from the 2025 total.

NEW HIRES

By Employment Type ^a	Number		Percentage	
	2024	2025	2024	2025
Permanent or indefinite	1,336	1,264	87	90
Temporary or fixed-term	208	145	13	10
TOTAL	1,544	1,409	100	100

EMPLOYEE TURNOVER

By Employee Category ^b	Number		Percentage	
	2024	2025	2024	2025
Executive/Senior Management	3	6	1	1
Managerial	251	112	20	7
Professional/Technical/Supervisor	322	433	27	28
Rank-and-file	634	1,003	51	64
Seasonal	11	35	1	-
TOTAL	1,210	1,554	100	100

By Type of Separation ^c	Number		Percentage	
	2024	2025	2024	2025
Voluntary	1,221	1,286	72	83
Involuntary	474	268	28	17
TOTAL	1,695	1,554	100	100

^a Employee new hires data covers all URC regular employees.

^b Employee turnover data covers all URC regular employees in 2025, with turnover breakdowns based on voluntary separations only; seasonal employees are excluded from the 2025 total.

^c Employee turnover data covers all URC regular employees in 2025. Turnover breakdowns are based on voluntary separations only.

Employee Diversity
GRI 2-7, 405-1

NEW HIRES^a

By Gender	Number		Percentage	
	2024	2025	2024	2025
Female	546	473	35	34
Male	998	936	65	66
TOTAL	1,544	1,409	100	100

By Contract Type	Number		Percentage	
	2024	2025	2024	2025
Permanent or indefinite	1,336	1,264	87	90
Temporary or fixed-term	208	145	13	10
TOTAL	1,544	1,409	100	100

By Age Group	Number		Percentage	
	2024	2025	2024	2025
26 years and below	925	615	60	44
27–41 years	516	636	33	45
42–56 years	74	118	5	8
57 years and above	29	40	2	3
TOTAL	1,544	1,409	100	100

EMPLOYEE TURNOVER^b

By Gender	Number		Percentage	
	2024	2025	2024	2025
Female	447	516	37	33
Male	774	1,038	63	67
TOTAL	1,221	1,554	100	100

By Age Group	Number		Percentage	
	2024	2025	2024	2025
26 years and below	524	351	43	23
27–41 years	554	847	45	55
42–56 years	128	233	11	15
57 years and above	15	123	1	8
TOTAL	1,221	1,554	100	100

^a Employee new hires data covers all URC regular employees.
^b Employee turnover data covers all URC regular employees. Turnover breakdowns are based on voluntary separations only.

Employee Benefits
GRI 401-2, 401-3

List of Benefits ^a		Y/N	% of Employees covered		% of Employees availed	
			Female	Male	Female	Male
SSS	Salary Loan	Y	100%	100%	23%	77%
	Maternity Benefit	Y	100%	n/a	5%	n/a
	Sickness Benefit	Y	100%	100%	2%	3%
PhilHealth		Y	100%	100%	48%	52%
Pag-IBIG Loan		Y	100%	100%	33%	72%
Paternity Leave		Y	n/a	56%	n/a	2%
Solo Parent Leave		Y	0.1%	1.2%	0.1%	1.2%
Vacation Leaves		Y	100%	100%	88%	93%
Sick Leaves		Y	100%	100%	82%	86%
Medical benefits (aside from PhilHealth)		Y	100%	100%	100%	100%
Housing assistance/ Provision for Staff Houses (aside from Pag-IBIG) ^b		Y	100%	100%	18%	7%
Retirement fund (aside from SSS) ^c		Y	100%	100%	1%	1%
Further education support (company loans for education)		Y	100%	100%	7%	10%
Company Stock Options		N				
Telecommuting ^d		Y	100%	100%	100%	100%
Flexible-working Hours ^d		Y	100%	100%	30%	9%
OTHERS						
Group Life Insurance		Y	100%	100%	100%	100%
Christmas Package		Y	100%	100%	100%	100%
Subsidies for motivational programs such as company outing, Christmas party, sports fest, and family day		Y	100%	100%	100%	100%
Company Loans for Emergencies		Y	100%	100%	100%	100%
Special Leaves such as Emergency and Nuptial Leave		Y	100%	100%	100%	100%

^a The information covers the total number of URC PH regular employees
^b Data scope on housing assistance is only applicable to AIG and SURE employees
^c Data scope includes Early Retirement, Mandatory Retirement, and Retrenchment/Redundancy for CY2025
^d Applicable to employees working in the head office

Human Rights and Labor Management Practices

GRI 408-1, 409-1

Disclosure	2024	2025
No. of legal actions or employee grievances involving forced or child labor	0	0

Labor Management Practices

LABOR MANAGEMENT RELATIONS^a

GRI 2-30

Disclosure	2024	2025
Percentage of employees covered with Collective Bargaining Agreements	38	21
No. of consultations conducted with employees concerning employee-related policies	None	None

PRODUCT HEALTH AND SAFETY^b

GRI 416-2

FB-PF-250a.4

Disclosure	2024	2025
No. of substantiated complaints on product or service health and safety	0	0
No. of complaints addressed	0	0

MARKETING AND LABELING^c

GRI 417-2

FB-PF-270a.3

Disclosure	2024	2025
Substantiated complaints concerning marketing and labeling	0	0
Complaints addressed	0	0

LABOR LAWS AND HUMAN RIGHTS POLICY FRAMEWORK

GRI 2-23

Disclosure	Policy Commitment	Supporting Policies / References
Forced Labor	Prohibited	Code of Discipline (compliance with labor laws)
Child Labor	Prohibited	Code of Discipline (compliance with labor laws)
Human Rights	The Company is committed to respecting and protecting human rights in the workplace.	- Policy on Sexual Harassment - Policy on Health, Safety and Welfare - Corporate Environment, Health and Safety Policy - Drug-Free Workplace Policy - Workplace Policy on Prevention and Control of HIV and AIDS, Hepatitis B and Tuberculosis - Special Benefits for Women / Magna Carta for Women - Solo-Parent Leave Policy - Whistleblowing Policy - Data Privacy Policy

^a The information covers the total number of URC regular employees.

^b Product health and safety data covers BCF-PH operations only.

^c Marketing and labeling data covers BCF-PH operations only.

Corporate Governance and Business Ethics

GRI 205-2, 205-3

TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

Disclosure	2025
Percentage of employees to whom the organization’s anti-corruption policies and procedures have been communicated to ^a	100%
Percentage of business partners to whom the organization’s anti-corruption policies and procedures have been communicated to ^b	100%
Number of directors and management who have received anti-corruption training	100%
Percentage of employees who have received anti-corruption training	100%
Number of incidents in which directors were removed or disciplined for corruption	0
Number of incidents in which employees were dismissed or disciplined for corruption	0
Number of incidents when contracts with business partners were terminated due to incidents of corruption	0

^a 100% of new employees undergo onboarding training. The Code of Business Conduct and Offenses Subject to Disciplinary Action are part of the onboarding presentation. These policies and programs are also made available online for easy access to the rest of the employees for their reference and guidance.

^b This accounts for total suppliers to whom the Code of Business Conduct, the Code of Discipline, and related Offenses Subject to Disciplinary Actions (OSDA) have been communicated during the onboarding and orientation processes.

GRI Content Index

Statement of use: Universal Robina Corporation has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

GRI Standard		Disclosure	Page Number/s	Direct Answer
GRI 2: General Disclosures 2021	2-1	Organizational details	15	
	2-2	Entities included in the organization’s sustainability reporting	2-3	
	2-3	Reporting period, frequency and contact point	2-3	
	2-4	Restatements of information	37, 40, 48, 61, 86	
	2-5	External assurance		This report did not undergo external assurance.
	2-6	Activities, value chain and other business relationships	14, 16, 20, 30, 32, 78-79	
	2-7	Employees	86–89	
	2-8	Workers who are not employees		Information on workers who are not employees is not publicly disclosed in this report.
	2-9	Governance structure and composition	25, 81	
	2-10	Nomination and selection of the highest governance body		The nomination and selection of the highest governance body are governed by the Corporate Governance Manual and Board Nomination and Election Policy
	2-11	Chair of the highest governance body		The Chair of the highest governance body is identified in the Corporate Governance and Revised Corporate Governance Manual
	2-12	Role of the highest governance body in overseeing the management of impacts	24	Corporate Governance, Enterprise Risk Management
	2-13	Delegation of responsibility for managing impacts	25	The Corporate Governance and Sustainability Committee (CGSC) oversees EESG initiatives per its charter, while the Sustainability Steering Committee drives operational execution under its sustainability governance framework. Details can be found on the Board Committees page.
	2-14	Role of the highest governance body in sustainability reporting		The CGSC oversees URC’s sustainability strategy and performance, with sustainability and climate-related matters regularly reported to the Committee.
	2-15	Conflicts of interest		URC manages conflicts of interest through its Code of Business and Ethics Manual , Amended Code of Business Conduct and Ethics and related policies governing ethical conduct and conflicts of interest.

GRI Standard		Disclosure	Page Number/s	Direct Answer
	2-16	Communication of critical concerns	81-83	URC enables stakeholders and employees to raise critical concerns through URVoice and other established reporting channels, with significant concerns escalated to the appropriate governance bodies under the Code of Business and Ethics Manual
	2-17	Collective knowledge of the highest governance body		The Board and key officers receive training covering corporate governance, emerging risks, sustainability, and strategy to strengthen their collective knowledge and capabilities that are under the Revised Corporate Governance Manual
	2-18	Evaluation of the performance of the highest governance body		URC evaluates the performance of the Board and its committees in accordance with its Revised Corporate Governance Manual
	2-19	Remuneration policies		URC’s remuneration policies are governed by its Succession Planning and Remuneration Policy and applicable corporate governance policies in the Revised Corporate Governance Manual , Board Committees and Succession Planning and Remuneration Policy
	2-20	Process to determine remuneration		Succession Planning and Remuneration Policy
	2-22	Statement on sustainable development strategy	6-7, 29-30	
	2-23	Policy commitments	67, 81–83	Code of Business and Ethics Manual , Company Policies
	2-24	Embedding policy commitments	81–83	Revised Corporate Governance Manual , Code of Business and Ethics Manual
	2-25	Processes to remediate negative impacts	67	Code of Business and Ethics Manual , Whistle-blowing Policy
	2-26	Mechanisms for seeking advice and raising concerns	81–83	Code of Business and Ethics Manual , Whistle-blowing Policy , Amended Code of Business Conduct and Ethics
	2-27	Compliance with laws and regulations	58, 86	
	2-28	Membership associations		URC is a member of the Roundtable on Sustainable Palm Oil (RSPO) under the Consumer Goods Manufacturer category, supporting its sustainable palm oil sourcing efforts.
	2-29	Approach to stakeholder engagement	26	
	2-30	Collective bargaining agreements	13, 68, 90	
	3-1	Process to determine material topics	27	
	3-2	List of material topics	28	
	3-3	Management of material topics	36-85	
GRI 3: Material Topics 2021				

GRI Standard		Disclosure	Page Number/s	Direct Answer
GRI 201: Economic Performance 2016	3-3	Management of Material Topic		URC manages economic performance through its Responsible Growth framework, which integrates financial value creation, operational efficiency, risk management, and sustainability considerations into business decisions and performance monitoring.
	201-1	Direct economic value generated and distributed	12, 85	
GRI 203: Indirect Economic Impacts 2016	3-3	Management of Material Topic	79	
	203-1	Infrastructure investments and services supported	79	
	203-2	Significant indirect economic impacts	13, 72-73	
GRI 204: Procurement Practices 2016	3-3	Management of Material Topic	77	
	204-1	Proportion of spending on local suppliers	77	
GRI 205: Anti-corruption 2016	3-3	Management of Material Topic	81	
	205-1	Operations assessed for risks related to corruption	81	
	205-2	Communication and training about anti-corruption policies and procedures	81	
	205-3	Confirmed incidents of corruption and actions taken	81	
GRI 301: Materials 2016	3-3	Management of Material Topic	55	
	301-1	Materials used by weight or volume	12, 55–57	
	301-2	Recycled input materials used	55–57	
GRI 303: Water and Effluents 2018	3-3	Management of Material Topic	48–50	
	303-1	Interactions with water as a shared resource	48–50	
	303-2	Management of water discharge-related impacts	48–50	
	303-3	Water withdrawal	48	
	303-4	Water discharge	12, 48	
	303-5	Water consumption	12, 48	
GRI 102: Climate Change 2025	3-3	Management of Material Topic	40-45	
	102-1	Climate transition plan	41-43	
	102-2	Climate adaptation plan	41-46	
	102-4	Climate targets	41	
	102-5	Scope 1 GHG emissions	40	
	102-6	Scope 2 GHG emissions	40	
	102-8	GHG emissions intensity	12, 40	
	102-9	GHG removals in the value chain	44	

GRI Standard		Disclosure	Page Number/s	Direct Answer
GRI 103: Energy 2025	3-3	Management of Material Topic	36-39	
	103-1	Energy policies and commitments	41	
	103-2	Energy consumption and self-generation within the organization	37-39, 42-43	
	103-4	Energy intensity	39, 86	
	103-5	Reduction in energy consumption	38-39, 42	
GRI 305: Emissions 2016	3-3	Management of Material Topic	36	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	86	
GRI 306: Effluents and Waste 2016	3-3	Management of Material Topic	52-55	
	306-3	Significant spills		URC promptly addressed the matter by implementing corrective actions and reinforcing operational controls to ensure compliance, minimize environmental impacts, and protect host communities.
GRI 306: Waste 2020	3-3	Management of Material Topic	52-55	
	306-1	Waste generation and significant waste-related impacts	52-53	
	306-2	Management of significant waste-related impacts	52–54	
	306-3	Waste generated	12, 52–54	
	306-4	Waste diverted from disposal	52–54	
	306-5	Waste directed to disposal	12, 52–54	
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of Material Topic	77–79	
	308-1	New suppliers that were screened using environmental criteria	77-78	
	308-2	Negative environmental impacts in the supply chain and actions taken	77-78	
GRI 401: Employment 2016	3-3	Management of Material Topic	60-69	
	401-1	New employee hires and employee turnover	86	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	89	
	401-3	Parental leave	89	
GRI 402: Labor/Management Relations 2016	3-3	Management of Material Topic	68-69	
	402-1	Minimum notice periods regarding operational changes		This information is not publicly disclosed by the Company.

GRI Standard		Disclosure	Page Number/s	Direct Answer
GRI 403: Occupational Health and Safety 2018	3-3	Management of Material Topic	60-65	
	403-1	Occupational health and safety management system	61	
	403-2	Hazard identification, risk assessment, and incident investigation	61-65	
	403-3	Occupational health services	61	
	403-4	Worker participation, consultation, and communication on occupational health and safety	61, 63	
	403-5	Worker training on occupational health and safety	61	
	403-6	Promotion of worker health	61	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61–65	
	403-8	Workers covered by an occupational health and safety management system	61	
	403-9	Work-related injuries	12, 63-64	
	403-10	Work-related ill health	61	
GRI 404: Training and Education 2016	3-3	Management of Material Topic	64-65	
	404-1	Average hours of training per year per employee	13, 63	
	404-2	Programs for upgrading employee skills and transition assistance programs	63-64	
	404-3	Percentage of employees receiving regular performance and career development reviews		This information is not publicly disclosed by the Company.
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of Material Topic	66	
	405-1	Diversity of governance bodies and employees	13, 66–67, 88	
	405-2	Ratio of basic salary and remuneration of women to men		This information is not publicly disclosed by the Company.
GRI 406: Non-discrimination 2016	3-3	Management of Material Topic	66	
	406-1	Incidents of discrimination and corrective actions taken		No incidents of discrimination were reported during the reporting period.
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3	Management of Material Topic	68–69	
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	68-69	
GRI 408: Child Labor 2016	3-3	Management of Material Topic	67	
	408-1	Operations and suppliers at significant risk for incidents of child labor	67	

GRI Standard		Disclosure	Page Number/s	Direct Answer
GRI 409: Forced or Compulsory Labor 2016	3-3	Management of Material Topic	67	
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	67	
GRI 413: Local Communities 2016	3-3	Management of Material Topic	72	
	413-1	Operations with local community engagement, impact assessments, and development programs	72–73	
GRI 414: Supplier Social Assessment 2016	3-3	Management of Material Topic	77	
	414-1	New suppliers that were screened using social criteria	77-78	
	414-2	Negative social impacts in the supply chain and actions taken	78–79	
GRI 416: Customer Health and Safety 2016	3-3	Management of Material Topic	74–75	
	416-1	Assessment of the health and safety impacts of product and service categories	74-75	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	12, 90	
GRI 417: Marketing and Labeling 2016	3-3	Management of Material Topic	76	
	417-1	Requirements for product and service information and labeling	76	
	417-2	Incidents of non-compliance concerning product and service information and labeling	12, 74, 76, 90	
	417-3	Incidents of non-compliance concerning marketing communications		No incidents of non-compliance were reported during the reporting period.
GRI 418: Customer Privacy 2016	3-3	Management of Material Topic	83	
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	12, 83	

SASB Content Index

Universal Robina Corporation has reported the information presented in this SASB Content Index for the period January 1, 2025 to December 31, 2025, in alignment with the SASB Standards for Processed Foods.

Code	Sustainability Metric	Page Number/s	Direct Answer
Energy Management			
FB-PF-130a.1	Total energy consumed, percentage grid electricity, percentage renewable	37	
Water Management			
FB-PF-140a.1	Total water withdrawn, total water consumed	48-49, 86	URC is establishing processes to assess and report the percentage of water withdrawn and consumed in regions with High or Extremely High Baseline Water Stress.
	Percentage of each in regions with High or Extremely High Baseline Water Stress		
FB-PF-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations		No incidents of non-compliance associated with water quality permits, standards, or regulations were reported in 2025.
FB-PF-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	48-51, 58-59	
Food Safety			
FB-PF-250a.2	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification program		This information is not publicly disclosed by the Company.
FB-PF-250a.3	Total number of notices of food safety violation received, percentage corrected		No notices of food safety violations were received during the reporting period.
FB-PF-250a.4	Number of recalls issued and total amount of food product recalled	90	
Health and Nutrition			
FB-PF-260a.1	Revenue from products labelled and/or marketed to promote health and nutrition attributes		This information is not publicly disclosed by the Company.
FB-PF-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers		URC uses its Wellness Criteria to assess and improve product nutritional profiles, incorporating WHO nutritional guidelines and ASEAN population health data to guide product formulation and improvement.
Product Labeling and Marketing			
FB-PF-270a.1	Percentage of advertising impressions made on children and made on children promoting products that meet dietary guidelines		This information is not publicly disclosed by the Company.

Code	Sustainability Metric	Page Number/s	Direct Answer
FB-PF-270a.3	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes		There were zero incidents of non-compliance of the Company in 2025.
FB-PF-270a.4	Total amount of monetary losses as a result of legal proceedings associated with labelling and/or marketing practices		No monetary losses were incurred as a result of legal proceedings associated with labeling and/or marketing practices in 2025.
Packaging Lifecycle Management			
FB-PF-410a.1	Total weight of packaging, percentage made from recycled and/or renewable materials, and percentage that is recyclable, reusable, and/or compostable		This information is not publicly disclosed by the Company.
FB-PF-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle		URC reduces packaging impacts through packaging optimization, material reduction, recycle-ready design, lightweighting, and plastic waste recovery, supporting its Plastic Neutrality by 2030 target.

Code	Sustainability Metric	Page Number/s	Direct Answer
Environmental & Social Impacts of Ingredient Supply Chain			
FB-PF-430a.1	Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard	78	
FB-PF-430a.2	Suppliers’ social and environmental responsibility audit non-conformance rate and associated corrective action rate for major and minor non-conformances		The Company does not currently audit suppliers against environmental standards.
Ingredient Sourcing			
FB-PF-440a.1	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress		This information is not publicly disclosed by the Company.
FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations		URC identifies palm oil, potatoes, and sugarcane as priority agricultural inputs and addresses sourcing risks through responsible sourcing, sustainable agriculture programs, supplier screening, audits, and certification.

Code	Activity Metric	Page Number/s	Direct Answer
FB-PF-000.B	Number of production facilities	31	



Thriving Today, Sustaining Tomorrow 2025 Sustainability Report

Universal Robina Corporation
8th Floor Tera Tower, Bridgetowne,
E. Rodriguez Jr. Avenue (C5 Road)
Ugong Norte, Quezon City
Phone: +63 2 8516-9888

Sustainability Consulting, Editorial, and Design by:
Drink Sustainability Communications
www.drinkph.com