



Shell Pilipinas Corporation
Integrated Report 2025

RESILIENCE IN MOTION

Defend our position, **grow** our business, **deliver** our commitments



Disclaimer

Cautionary Note The companies in which Shell plc directly and indirectly owns investments are separate legal entities. In this 2025 Shell Pilipinas Integrated Report “Shell”, “Shell Group” and “Group” are sometimes used for convenience to reference Shell plc and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to Shell plc and its subsidiaries in general or to those who work for them. These terms are also used where no useful purpose is served by identifying the particular entity or entities. “Subsidiaries”, “Shell subsidiaries” and “Shell companies” as used in this 2025 Shell Pilipinas Integrated Report refer to entities over which Shell plc either directly or indirectly has control. The terms “joint venture”, “joint operations”, “joint arrangements”, and “associates” may also be used to refer to a commercial arrangement in which Shell has a direct or indirect ownership interest with one or more parties. The term “Shell interest” is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in an entity or unincorporated joint arrangement, after exclusion of all third-party interest.

Forward-Looking Statements This 2025 Shell Pilipinas Integrated Report contains forward-looking statements (within the meaning of the U.S. Private Securities Litigation Reform Act of 1995) concerning the financial condition, results of operations and businesses of Shell. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management’s current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Shell to market risks and statements expressing management’s expectations, beliefs, estimates, forecasts, projections and assumptions. These forward-looking statements are identified by their use of terms and phrases such as “aim”, “ambition”, “anticipate”, “aspire”, “aspiration”, “believe”, “commit”, “commitment”, “could”, “desire”, “estimate”, “expect”, “goals”, “intend”, “may”, “milestones”, “objectives”, “outlook”, “plan”, “probably”, “project”, “risks”, “schedule”, “seek”, “should”, “target”, “vision”, “will”, “would” and similar terms and phrases. There are a number of factors that could affect the future operations of Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this 2025 Shell Pilipinas Integrated Report, including (without limitation): (a) price fluctuations in crude oil and natural gas; (b) changes in demand for Shell’s products; (c) currency fluctuations; (d) drilling and production results; (e) reserves estimates; (f) loss of market share and industry competition; (g) environmental and physical risks, including climate change; (h) risks associated with the identification of suitable potential acquisition properties and targets, and successful negotiation and completion of such transactions; (i) the risk of doing business in developing countries and countries subject to international sanctions; (j) legislative, judicial, fiscal and regulatory developments including tariffs and regulatory measures addressing climate change; (k) economic and financial market conditions in various countries and regions; (l) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, delays or advancements in the approval of projects and delays in the reimbursement for shared costs; (m) risks associated with the impact of pandemics, regional conflicts, such as the Russia-Ukraine war and the conflict in the Middle East, and a significant cyber security, data privacy or IT incident; (n) the pace of the energy transition; and (o) changes in trading conditions. No assurance is provided that future dividend payments will match or exceed previous dividend payments. All forward-looking statements contained in this 2025 Shell Pilipinas Integrated Report are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements. Additional risk factors that may affect future results are contained in

Shell plc’s Form 20-F for the year ended December 31, 2025 (also available at the [SEC website](#)). These risk factors also expressly qualify all forward-looking statements contained in this 2025 Shell Pilipinas Integrated Report and should be considered by the reader. Each forward-looking statement speaks only as of the date of this 2025 Shell Pilipinas Integrated Report, April 15, 2026. Neither Shell plc nor any of its subsidiaries undertake any obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this 2025 Shell Pilipinas Integrated Report.

Shell’s Net carbon Intensity Also, in this 2025 Shell Pilipinas Integrated Report we may refer to Shell’s “net carbon intensity” (NCI), which includes Shell’s carbon emissions from the production of our energy products, our suppliers’ carbon emissions in supplying energy for that production and our customers’ carbon emissions associated with their use of the energy products we sell. Shell’s NCI also includes the emissions associated with the production and use of energy products produced by others which Shell purchases for resale. Shell only controls its own emissions. The use of the terms Shell’s “net carbon intensity” or NCI is for convenience only and not intended to suggest these emissions are those of Shell plc or its subsidiaries.

Shell’s Net zero Emissions Target Shell’s operating plan and outlook are forecasted for a three-year period and ten-year period, respectively, and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next three and ten years. Accordingly, the outlook reflects our Scope 1, Scope 2 and NCI targets over the next ten years. However, Shell’s operating plan and outlook cannot reflect our 2050 net-zero emissions target, as this target is outside our planning period. Such future operating plans and outlooks could include changes to our portfolio, efficiency improvements and the use of carbon capture and storage and carbon credits. In the future, as society moves towards net-zero emissions, we expect Shell’s operating plans and outlooks to reflect this movement. However, if society is not net-zero in 2050, as of today, there would be significant risk that Shell may not meet this target.

Forward-Looking non-GAAP measures This 2025 Shell Pilipinas Integrated Report may contain certain forward-looking non-GAAP measures. We are unable to provide a reconciliation of these forward-looking non-GAAP measures to the most comparable GAAP financial measures because certain information needed to reconcile those non-GAAP measures to the most comparable GAAP financial measures is dependent on future events some of which are outside the control of Shell, such as oil and gas prices, interest rates and exchange rates. Moreover, estimating such GAAP measures with the required precision necessary to provide a meaningful reconciliation is extremely difficult and could not be accomplished without unreasonable effort. Non-GAAP measures in respect of future periods which cannot be reconciled to the most comparable GAAP financial measure are calculated in a manner which is consistent with the accounting policies applied in Shell plc’s consolidated financial statements.

The contents of websites referred to in this 2025 Shell Pilipinas Integrated Report do not form part of this 2025 Shell Pilipinas Integrated Report.

We may have used certain terms, such as resources, in this 2025 Shell Pilipinas Integrated Report that the United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. Investors are urged to consider closely the disclosure in our Form 20-F, File No 1-32575, available on the [SEC website](#).



About this Integrated Report

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Scope

This Integrated Report provides detailed information on the financial, environmental, social, and governance (ESG) performance of Shell Pilipinas Corporation (SPC or SHLPH) for the period January 1 to December 31, 2025, unless otherwise stated. The report covers SPC’s core businesses and operations in the Philippines, including fuels, non-fuels, and supply and distribution activities, as well as relevant corporate and support functions. Sustainability disclosures reflect material impacts arising from SPC’s operations and value chain, based on the Company’s materiality assessment and stakeholder engagement processes.

Where applicable, the report includes relevant disclosures from SPC’s subsidiaries, partnerships, and other business arrangements. Notes and further explanations accompany selected narratives, tables, and performance indicators to provide additional context and clarity. More detailed information on the scope, boundaries, and methodologies applied to sustainability disclosures are on [Page 40](#).

Standards and Framework

This Integrated Report has been prepared in accordance with internationally recognized reporting standards and frameworks to ensure consistency, transparency, and decision-useful disclosure across financial and sustainability topics.

SPC applies the principles of the **International Integrated Reporting <IR> Framework**, presenting financial and non-financial information in a manner that reflects the interconnections between strategy, governance, performance, risks, and sustainability outcomes, and how these contribute to long-term value creation.

Sustainability disclosures in this report are guided by the **GRI Standards**, which provide the framework for identifying and reporting material economic, environmental, and social impacts. Climate- and sustainability-related information is further aligned with the **International Sustainability Standards Board (ISSB) Standards**, including **IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information)** and **IFRS S2 (Climate-related Disclosures)**, where applicable to SPC’s operations and data availability.

Selected disclosures also draw on relevant industry standards, including the **Sustainability Accounting Standards Board (SASB) Standards** for the oil and gas sector, to enhance comparability and relevance for stakeholders.

The report also complies with the Sustainability Reporting Guidelines for Publicly Listed Companies of the Philippine **Securities and Exchange Commission (SEC)**. Financial information is prepared in accordance with applicable financial reporting standards and regulatory requirements. Where estimates, assumptions, or methodologies are applied, these are disclosed in the relevant sections of the report.

A detailed mapping of disclosures against GRI Standards, ISSB (IFRS S1 and IFRS S2), SASB, and other applicable frameworks is provided in the Annexes. Any limitations in scope, data availability, or alignment are explained transparently to support clarity and comparability.

SPC welcomes feedback and inquiries to help improve its future reporting and disclosures.

Stakeholders who wish to provide comments or request additional information related to this Integrated Report may contact:

Investor Relations
PSPC-Investor-Relations@shell.com
(+632) 3499-4001

Further information on the reporting standards, frameworks, and principles referenced in this Integrated Report is available through the following organizations and resources:

A copy of SPC’s audited financial statements can be accessed at <https://pilipinas.shell.com.ph>. The Management’s Discussion and Analysis are on [Page 90](#). Additional information relevant to specific stakeholder groups may be found in the relevant sections of this report. For other concerns or inquiries, stakeholders may also reach the Investor Relations team by scanning the QR code provided.

Integrated Reporting



UN Global Impact



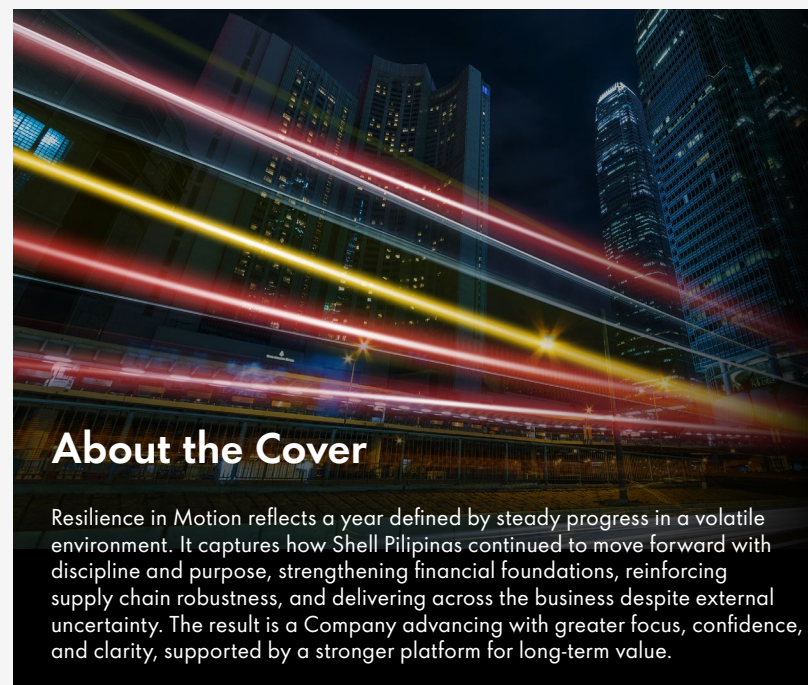
The IFRS Foundation



The UN SDGs



GRI Standards



About the Cover

Resilience in Motion reflects a year defined by steady progress in a volatile environment. It captures how Shell Pilipinas continued to move forward with discipline and purpose, strengthening financial foundations, reinforcing supply chain robustness, and delivering across the business despite external uncertainty. The result is a Company advancing with greater focus, confidence, and clarity, supported by a stronger platform for long-term value.



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This Integrated Report is interactive





OVERVIEW

Shell Pilipinas continued to move forward with discipline, strengthening our business amid volatility and a highly competitive market. The year reflects how we are building on our turnaround with clearer priorities, stronger execution, and a more resilient foundation for long-term value.

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About Shell Pilipinas

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Our Mission

To power progress together with the Filipino by providing more and cleaner energy solutions.



Our Vision



A world-class investment
We aim to maximize cash generation while maintaining competitive returns built upon a strong financial framework and capital discipline.



Shared value with society
We aim to be a welcomed neighbor who manages the social impact of our activities and shares wider benefits to society. We aim to deliver energy responsibly and safely, while looking after the welfare of our employees, business partners, customers, local communities, and the environment.



Trusted partner in nation-building
We aim to be a reliable partner in nation-building by fulfilling the country's requirement for sustainable energy products and services.

Our Core Values

At Shell, we share a set of core values—honesty, integrity, and respect for people—which underpin all the work we do. The Shell General Business Principles, Code of Conduct, and Ethics and Compliance Manual help everyone at Shell act in line with these values and comply with relevant laws and regulations.

Honesty

Staff and Business Partners are encouraged to speak up and celebrate those who do the right thing.

Integrity

By committing to our policies and rules, we empower our staff and business partners to make the right decisions.

Respect for People

We believe everyone should be treated with fairness and respect and have the mechanisms available for individuals to call out behaviors that are not aligned with values.

Our Business

Shell Pilipinas provides reliable, innovative, and future-ready energy solutions to industrial and retail customers.

Our Business Strategy

1. **Defend** our market position
2. **Grow** our businesses
3. **Deliver** on our commitments



Please visit our latest [Business Strategy and Investors Briefings](#) for more information.





About Shell Pilipinas, continued

History and Ownership

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Shell Pilipinas traces its roots to Asiatic Petroleum Company (Philippine Islands), Ltd., which began operations in the early 20th century as an importer and retailer of motor gasoline and kerosene. As the Philippines developed, the business expanded alongside the country’s growing mobility and energy needs, laying the foundation for one of the country’s most recognized energy brands.

The Company was formally incorporated and registered with the Securities and Exchange Commission (SEC) in 1959 as The Shell Refining Company (Philippines), Inc. A milestone followed in 1962 with the start of commercial operations at the Tabangao Refinery, with an initial nameplate capacity of 30,000 barrels per day (bpd). Modernization between 1993 and 1995 increased refinery capacity to 110,000 bpd, making it one of only three oil refineries operating in the Philippines at the time.

In 1973, the Company adopted the name Pilipinas Shell Petroleum Corporation, reflecting its broader role in the downstream oil sector. For decades, Shell Pilipinas operated across the value chain, from refining and importation to distribution and marketing of petroleum products, serving motorists, commercial customers, and industries nationwide.

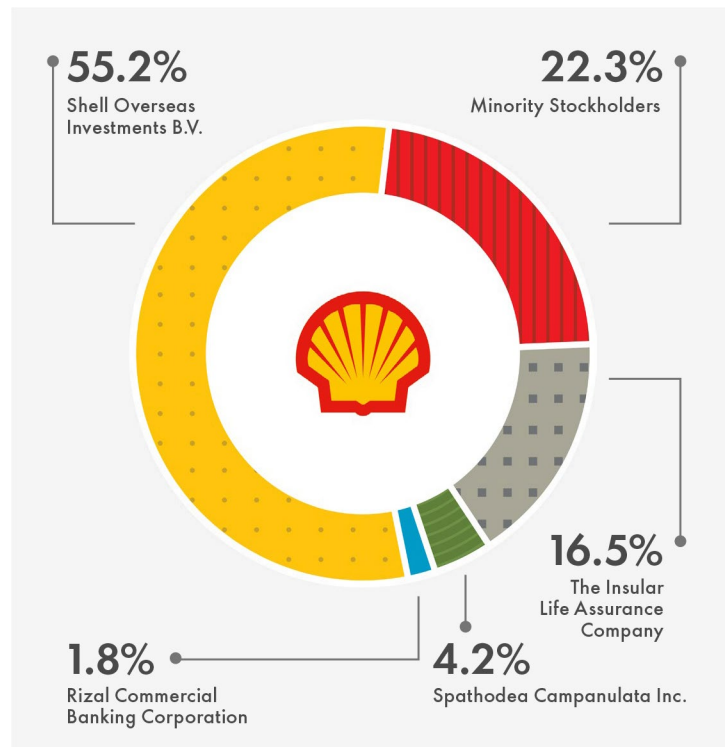
In 2020, Shell Pilipinas ceased refining operations and transitioned to a full-import supply chain model. The Tabangao site became the Shell Import Facility Tabangao (SHIFT), a 100% import terminal supporting the Company’s supply and distribution network. This model is supported by import facilities in northern Luzon, northern Mindanao, and southern Mindanao, where a new terminal was inaugurated in 2025.

In 2023, the SEC approved the Company’s change in corporate name to Shell Pilipinas Corporation. The name reflects a business evolving with customer needs, regulatory expectations, and the energy transition, while maintaining its strong presence in the downstream oil and gas segment.

Today, Shell Pilipinas operates an integrated business spanning importation, distribution, and marketing of refined products across the Philippines. Its portfolio includes fuels, lubricants, and bitumen, supported by a nationwide network of terminals, warehouses, import facilities, and over 1,100 retail stations. Through this network, Shell Pilipinas continues to drive mobility, economic activity, and energy access while adapting to the changing energy landscape.

Shareholdings Structure

as of December 31, 2025



Memberships and Affiliations

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Business Organizations

- American Chamber of Commerce (AmCham)
- Electric Vehicle Association of the Philippines (EVAP)
- Employers Confederation of the Philippines (ECOP)
- European Chamber of Commerce of the Philippines (ECCP)
- Federation of Philippines Industries, Inc. (FPI)
- Financial Executives Institute of the Philippines (FINEX)
- Global Compact Network (GCN)
- Makati Business Club (MBC)
- Management Association of the Philippines (MAP)
- Philippine Institute of Petroleum, Inc. (PIP)
- Philippine Energy Efficiency Alliance, Inc. (PE2)
- Renewable Energy Association of the Philippines (REAP)
- Retail Electricity Suppliers Association (RESA)
- The Wallace Business Forum (WBF)
- University of the Philippines Engineering Research & Development Foundation, Inc. (UPERDFI)
- British Chamber of Commerce of the Philippines (BCCP)
- Dutch Chamber of Commerce of the Philippines (DCCP)
- Philippine-British Business Council (PBBC)

Civic Organizations

- Association of Foundations (AF)
- Business for Sustainable Development (BSD)
- Foundation for Rural Electrification for Economic Development (FREED)
- Gawad Kalinga Community Development Foundation, Inc. (GK)
- Kain Tayo Pilipinas (KTP)
- League of Corporate Foundations (LCF)
- National Competitiveness Council (NCC)
- Philippines Business for Education (PBEd)
- Philippine Business for Social Progress (PBSP)
- Philippine Eagle Foundation (PEF)
- Philippine Disaster Resilience Foundation (PDRF)
- Pilipinas Shell Foundation, Inc. (PSFI)
- Philippine Development Foundation (PhilDev)
- Women Inter-Industry Network (WIN)



Shell companies in the Philippines (SciP)

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Our Value Chain

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Shell Pilipinas Corporation is an integrated downstream energy company serving customers across the Philippines through a portfolio of fuels, non-fuels, and supply chain capabilities. From importation and trading to storage, distribution, and customer-facing solutions, the Company operates across the downstream value chain to ensure reliable product availability, operational resilience, and consistent service nationwide. Its portfolio includes mobility and commercial fuels, aviation fuel, lubricants, bitumen, and non-fuel retail offers, supported by a strategically located supply and distribution system. Through this integrated platform, the Company serves the evolving mobility, industrial, and infrastructure needs of the country while remaining focused on financial discipline, operational efficiency, and long-term value creation.

FUELS

Mobility Shell Pilipinas' Mobility business serves motorists and transport customers through one of the country's leading nationwide mobility networks. It offers a range of differentiated fuels designed to support performance, efficiency, and reliability, while also evolving mobility sites into more relevant and convenient customer destinations.

- **B2C** Through its retail network, Shell Pilipinas serves millions of Filipino motorists with premium and main-grade fuels, including Shell V-Power and FuelSave. Loyalty membership continues to grow supported by a strong brand and rewards ecosystem, driving deeper engagement through personalized offers and increased visit frequency.
- **B2B/Fleet Solutions** Beyond forecourt retail, the Mobility business also serves fleet and transport operators through Fleet Solutions, offering fuel management, commercial support, and integrated mobility solutions that help customers improve control, reliability, and operating efficiency.
- **Non-Fuel Retail (NFR)** Recognizing that customer needs go beyond fuel, Shell Pilipinas continues to expand its non-fuel retail platform through Shell Café, Shell Select, Deli2go, alliance partnerships, and vehicle servicing offers. These integrated site formats improve customer convenience, deepen engagement, and increase the value generated per site visit.

Commercial Fuels Shell Pilipinas' Commercial Fuels business provides wholesale fuel solutions to key sectors, including power, manufacturing, mining, marine, transport, and other industrial segments. Its portfolio includes transport fuels for on-road and off-road applications, as well as fuel oils for industrial heating and production, sourced through local supply and imports to ensure continuity and reliability. Beyond fuel supply, the business offers differentiated products such as FuelSave Diesel and Fuel Oil Plus, along with technical solutions that help customers improve operational efficiency and manage energy costs. Through strong sector

relationships, disciplined contracting, and nationwide supply capability, Commercial Fuels remains a key partner to industries driving the Philippine economy.

Aviation Shell Pilipinas' Aviation business supplies jet fuel and related services to domestic and international carriers operating in the Philippines, serving major gateways and strategic airports to support the country's growing air travel, tourism, cargo, and logistics sectors. Beyond dependable fuel supply, it provides operational and technical support for safe, efficient, and timely refueling services. Supported by contracting discipline, strong customer relationships, and integrated supply chain capability, Shell Pilipinas continues to strengthen its position in commercial aviation while supporting a sector critical to national and regional connectivity.

NON-FUELS

Lubricants Shell Pilipinas' Lubricants business is one of the Company's key growth drivers, serving automotive, industrial, motorcycle, and fleet customers through premium brands including Shell Helix, Shell Advance, and Shell Rimula. These are distributed via retail, distributor, workshop, fleet, and e-commerce channels. Beyond product sales, the business strengthens its value proposition through route-to-market enhancements, digital commerce, strategic partnerships, and technical services that help customers improve engine performance and equipment reliability. This positions Lubricants not only as a product supplier but increasingly as a solutions partner across multiple sectors.

Bitumen (previously known as Construction & Road) Shell Pilipinas' Bitumen business supports nationwide infrastructure through conventional and differentiated road solutions that enhance durability and efficiency. Products like Shell Bitumen FreshAir and Shell Instapave enable lower-emission road construction and maintenance. As infrastructure development remains a national priority, the Bitumen business plays an important role in enabling long-term connectivity and economic activity across the country.

SUPPLY AND DISTRIBUTION

Trading & Supply At the center of Shell Pilipinas' operating model is its integrated Supply and Distribution network, enabled by strong Trading & Supply capabilities. This network spans procurement, importation, terminals, storage, transport, and delivery, moving products efficiently and reliably across the country. Trading & Supply is a strategic enabler of competitiveness, cash generation, and resilience. By optimizing sourcing, freight, inventory, and distribution flows, it improves product availability, manages working capital, and reduces exposure to volatility. Supported by strategically located terminals, supply points, and logistics assets, the integrated supply chain delivers fuels and non-fuels products safely, efficiently, and cost-effectively to customers across the Philippines.



Nationwide Integrated Network



Shell Pilipinas’ nationwide network is a core source of business resilience and long-term value creation. Through an integrated downstream platform that combines importation, storage, logistics, and customer-facing channels, the Company is able to move products efficiently across the Philippines and serve a broad range of customers with reliability, scale, and consistency.

This network is designed to support the needs of a highly diverse market. From individual motorists and fleet operators to commercial, industrial, aviation, marine, and infrastructure-related customers, Shell Pilipinas’ footprint allows the Company to respond to varying demand patterns while maintaining dependable product availability and service quality. In an archipelagic market such as the Philippines, where geography can create complexity and cost, network design is a strategic advantage.

The Company’s operating footprint includes import facilities, strategically located terminals, supply points, warehouses, and transport assets that enable nationwide reach. These are connected through a coordinated distribution system utilizing both marine and land transport, allowing Shell Pilipinas to support key urban centers, growth corridors, industrial zones, and regional demand hubs. This integrated configuration improves flexibility, shortens response time, and strengthens continuity of supply across the country.

At the customer interface, the network extends into mobility sites, commercial customer touchpoints, and other specialized channels that deliver fuels, non-fuels, and value-added services. With over 1,100 mobility sites serving 90% of the 110 million population within 20–25 minutes of a Shell station—powering local communities, employment, and business mobility across the country. This broad presence enhances customer access, supports stronger service levels, and allows Shell Pilipinas to respond more effectively to local market conditions. It also creates opportunities to deepen customer relationships, improve channel productivity, and expand higher-value offerings across segments.

Beyond reach, the network also plays a critical role in risk management and operational resilience. The strategic placement of assets, together with close coordination across supply and distribution, helps reduce exposure to logistics bottlenecks, regional disruptions, and market volatility. In this way, the Company’s footprint supports not only product movement, but also working capital discipline, service reliability, and the ability to sustain operations in a dynamic external environment.

As Shell Pilipinas continues to strengthen its integrated business model, its nationwide network remains fundamental to how it delivers value—enabling customer relevance, supporting supply security, and reinforcing the operational discipline needed to compete and grow in the Philippine market.

This page illustrates Shell Pilipinas’ nationwide integrated network and integrated supply connectivity. It is intended to show the Company’s nationwide reach and network design, and does not represent financial performance by geography.



2025

Milestones

JANUARY

- Launched Mobility marketing campaign and partnership with SMAC and UnionBank, through Shell Go+ App

FEBRUARY

- Memorandum of Understanding with AC Health for the Working with Cancer Pledge
- Shell Masbate Terminal championed Mangrove Conservation
- Shell Pasacao Terminal launched the Bio-Engineered Mangrove-Vetiver Riverine Rehabilitation Project
- Sixth edition of Sports Cars for a Cause
- First SHLPH Appreciation Dinner
- Launched a refreshed Shell Fleet Card design
- Global Information Governance Week

MARCH

- Launched 110 bicycle racks through Upcycling Initiatives
- Earned a Gold Stevie® Award for *Balik-Likha*
- International Women’s Month
- Fire Prevention Month

APRIL

- Launched Shell Advance City Scooter in the Philippines
- Unveiled our refreshed strategy— Our path to 2030: Defend, Grow, Deliver
- Launched SciP Be Well Program

MAY

- Launched Siklab and Design Workshop (second edition of *Balik-Likha*)
- Launched Shell Helix Flagship Auto Workshop
- Inauguration of Davao Import Facility
- 2025 SPC Annual General Meeting

JUNE

- Donated 120 armchairs through Upcycling Initiatives
- Shell Poro Terminal participated in a Mangrove Planting Activity
- 2025 Safety Day Celebration
- 2025 Pride Month Celebration
- Service Milestone Awards

JULY

- Empowered Filipino SMEs through our award-winning Shell Fleet App
- 34th Crystal Awards Night

AUGUST

- New partnership between Shell Pilipinas and the Yanson Group of Bus Companies
- Launched the refreshed Shell Go+ App

SEPTEMBER

- Shell Mekaniko League 2025
- ACMobility and EVRO partnership with Shell Pilipinas to expand EV charging network
- 2025 Shell Tech Forward Forum, themed “Solutions for the Future”
- Shell People Survey

OCTOBER

- 2025 Sustainability Week
- First SHLPH Roadshow with Shell companies in the Philippines
- Shell Bowling Team Champion at the 10th Toyota Bowling Tournament
- Cybersecurity Awareness Month

NOVEMBER

- 2025 Ethics and Compliance Week
- Second SHLPH Appreciation Dinner
- PSFI launched its First Textile Circulatory Hub in partnership with ANTHILL, Maybank Foundation, and the QC LGU
- Year 1 Roll-out of Master of Disaster Program in Cagayan de Oro (21 schools, 10,704 students and teachers trained)
- PSFI Social Development Programs Culmination across 10 sites

DECEMBER

- Tops Global Lubricants Market for 19th consecutive year
- Launched the Trucker’s Appreciation Day: *Bida ang Biyahe Ko*
- “One Shift, One Future” tree planting activity at SHIFT, Batangas
- Shell National Students Art Competition Awarding at Ayala Museum
- 2025 SPC President's Awards



2025 Milestones, continued

EESG Highlights

Reflects disciplined execution and balanced progress across economic performance, environmental stewardship, social impact, and governance.

ECONOMIC

₱228.7 billion

Economic Value Distributed

₱4.4 billion

Economic Value Retained

₱233.1 billion

Economic Value Generated

₱176.5 billion

Operating Costs

₱3.6 billion

Payments to Providers of Capital

₱29.1 billion

Payments to Government (e.g. taxes and licenses)

₱112.4 million

Investment to Community

₱2.6 billion

Employee Wages and Benefits

>1,100

Retail Stations

60

Shell Café branches



GOVERNANCE

Zero legal cases relating to corruption, anti-competitive behavior, anti-trust, and monopoly practices

36% of the Board of Directors are Women

Zero reported cases of non-compliance to environmental, social, and economic laws

64% of the Board of Directors are Men

100% Directors and Officers attended Corporate Governance seminars



ENVIRONMENT

54,099.0 GJ

Electricity Imported (Renewable)

211,784.1 GJ

Energy Used

618.2 tonnes

Hazardous Waste

30

EV Charging Points in Luzon

506.2 tCO₂e

Scope 1 GHG Emission

28,244.3 tCO₂e

Scope 2 GHG Emission for Mobility Operations

855.8 tonnes

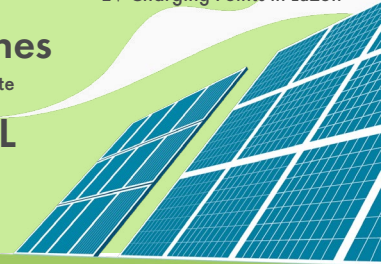
Non-Hazardous Waste

1,437.6 tCO₂e

Scope 2 GHG Emission for Terminal Operations

1,254.5 ML

Water Withdrawal



SOCIAL

196

Female Employees

788,512

Total Exposure Man-Hours for Employees

228,561

Total Training Hours

More than

17 million

Filipinos since 1982 have improved their lives through PSFI programs

662,011

Individuals Reached in 2025

290

Male Employees

Zero

Fatalities for 2025

965

Educational Support Beneficiaries

34

New Hires

2,378

People (drivers, teachers, students, etc.) trained in specific road safety best practices

40%

Female Employees

95%

Response Rate for Shell People Survey

2,246

People benefited by disaster preparedness training and/or relief operations





2025 Milestones, continued

Awards and Recognitions

Awards

Asia-Pacific Stevie® Awards

Gold Stevie® Award

- Innovation in Sustainability – Reuse and Recycle

Bronze Stevie® Award

- Innovation in E-Commerce Apps
- Innovation in Business Events
- Innovation in Technology Development
- Innovation in Internal Communications Videos

Inquirer's Women of Power (WOP) Awards

- Lorelie Quiambao Osial - WOP Awardee for Exceptional Leadership and Community Impact

Asia Innovation Excellence Awards

Gold Innovation Excellence Awards

- Sustainable Supply Chain
- Sustainability Innovation

Asia eCommerce Awards

Gold eCommerce Awards

- Best Emerging eCommerce Brand
- Best Campaign: Green Initiative

Silver eCommerce Awards

- Best Campaign: Social Commerce

Golden Arrow Awards

- Three Golden Arrow Award from the Institute of Corporate Directors

Philippine Federation of Chemistry Societies

- Janet Marcellana - Outstanding Achievement Award in the Chemical Industry

Asian Management Excellence Awards

- Employee Engagement of the Year, Health and Wellness Initiative of the Year (Oil & Gas)

Oro Inodoro Awards by Maynilad Water Services Inc.

- Shell Mobility Vista Verde Molino for Gas Stations and Transport Hubs category

The Outstanding Women in the Nation's Service (TOWNS) Awards

- Lorelie Quiambao Osial - TOWNS Awardee for Business Innovation and Corporate Citizenship

IR Impact Awards – South East Asia

- Best Annual Report (small cap)



Recognitions

- Recognition for partnership in Fire Safety Awareness and Livelihood
- Recognition for support, commitment, and active participation for Brigada Eskwela
- Certificate of Recognition for our partnership in STEP Scholarship Program
- Plaque of Appreciation for our continued support to media – Dyaryo Veritas
- Recognition for support to Mangrove tree planting, coastal clean-up, and relief operations
- Department of Finance – Bureau of Customs – Port of Subic: Second Top Revenue Contributor (Oil)
- Certificate of Recognition received from Colegio ng Lungsod ng Batangas for Shell's STEP (Science and Technology Education Program)
- Disaster Resiliency Champion awarded by Assist Asia during its Partners' Night
- Recognized by DepEd Region IV-A as Top 6 Major Stakeholder awarded during Gawad Kapartner Program
- Recognized by DepEd Region X for Shell's Education support awarded during its Stakeholders' Convergence Program
- Plaque of Appreciation for consistent support and sustained partnership by the City of Cagayan De Oro





Message of the Chairman

2-22

Min Yih Tan

Welcome to the 10th Integrated Report of Shell Pilipinas Corporation.

In 2025, Shell Pilipinas continued its turnaround journey with a clear focus on enhancing long-term value, while delivering resilient results in a demanding and dynamic energy environment.

Strengthening Resilience

Across Asia Pacific, macroeconomic conditions remained uneven amid geopolitical uncertainty and shifting trade flows. In the Philippines, operating conditions were further shaped by intense competition, tight funding conditions and volatility in oil prices and foreign exchange rates. Against this complex backdrop, Shell Pilipinas strengthened its capabilities and delivered tangible financial performance – improved net profit of ₱2.1 billion, stronger free cash flow of ₱2.1 billion and a higher return of 8.7%.

I am therefore pleased that we have resumed dividend distributions and look forward to sustaining this in the years ahead.

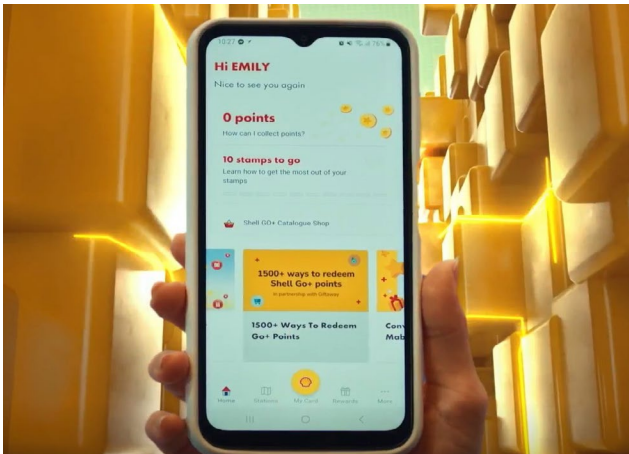
Through disciplined capital allocation, rigorous cost management, portfolio simplification and prudent corporate governance, we demonstrated operational resilience and generated greater value for our investors and customers.





Message of the Chairman, continued

By building on our competitive edge, creating more value for customers and empowering our people to be the best they can be, we are confident in our continued success, now and in the years ahead. I am energized by the opportunities before us as we work together to create lasting value and realize the full potential of Shell Pilipinas as the premier investment case and most preferred energy marketer.



A major milestone was the successful inauguration of our fourth import terminal in Davao – an important investment to enhance supply chain robustness, reinforce our competitive advantage and meet growing demand in Mindanao. While sustaining our leadership in premium fuels and lubricants, we refreshed the Shell Go+ app to elevate customer experience and deepen brand loyalty. Together with our Shell Cafés, the launch of our flagship auto service center reflects a deliberate strategy to extend differentiated customer propositions beyond fuels.

Winning Culture

Our progress reflects not only a clear strategy, but also the talent and performance culture that enable closer integration and steady execution.

By navigating the evolving energy landscape as one unified Shell team, with care for one another, we have adapted and leveraged our competitive strengths to seize opportunities and deliver consistent results. This shared commitment has enabled us to respond with greater clarity, agility and determination.

In addition, our third consecutive Three Golden Arrows award from the Institute of Corporate Directors reaffirms Shell Pilipinas' commitment to transparency, accountability and sound governance practices.

For additional context on the Message of the Chairman, see Outlook and Strategy on [page 27](#) and Business Review starting on [page 30](#).



Message of the Chairman, continued



Responsible Progress

We contribute to Philippine society by supporting local communities and industries, championing inclusion and providing reliable energy solutions, while pursuing lower-carbon opportunities that are practical, affordable and scalable.

Through Pilipinas Shell Foundation, Inc., we support national development by advancing the UN Sustainable Development Goals across education, livelihood, health, safety, nutrition, food security, energy access and environmental stewardship.

We continued to improve operational efficiency and delivered significant reductions in Scope 1 and Scope 2 emissions through renewable energy integration, energy-efficient technologies and process improvements across our facilities.

Looking Ahead

By building on our competitive edge, creating more value for customers and empowering our people to be the best they can be, we are confident in our continued success, now and in the years ahead. I am energized by the opportunities before us as we work together to create lasting value and realize the full potential of Shell Pilipinas as the premier investment case and most preferred energy marketer.

On behalf of the Board of Directors, I thank our shareholders, management, employees, partners, contractors and other stakeholders for their continued support, service and dedication amid an ever-changing business environment.

Min Yih Tan
Chairman of the Board



Report of the President and Chief Executive Officer

2-22

Lorelie Quiambao Osial

As Shell Pilipinas advances its *Defend, Grow, Deliver* strategy, 2025 stands out as a year defined by resilience in motion. In an increasingly complex operating environment, we continued to power progress for Filipinos by delivering reliable and competitive energy solutions nationwide.

The year unfolded against a mixed macroeconomic backdrop. Oil prices remained volatile before easing in the fourth quarter, while a stronger US dollar pressured the peso and increased costs for import-reliant sectors. Domestic conditions offered pockets of relief, with easing inflation and lower interest rates supporting demand despite slower economic growth and uneven infrastructure spending.

Even in this environment, we stayed firmly on track—anchored on cash, returns, and growth. Our 2025 performance demonstrates how this strategy is translating into tangible, sustained results, even amid external headwinds and a hypercompetitive landscape.

Discipline, adaptability, and integration mattered more than ever. Through sharper execution, focused capital deployment, and cost optimization, we sustained resilient volumes and strengthened earnings quality across our businesses—reinforcing our ability to navigate volatility while continuing to serve customers nationwide.





Report of the President and CEO, continued

Resilience was not just a response to a challenging environment, it was how Shell Pilipinas moved forward — with sharper execution, stronger discipline, and clearer strategic focus. Enabled by a stronger One Shell approach, we strengthened the business, improved financial resilience, and laid firmer foundations for long-term value creation.



Delivering Results with Discipline

Despite persistent topline pressure and hypercompetition across the industry, we continue to hold firm by protecting earnings quality and strengthening our competitive position in the segments that matter most.

Defend. We began by defending the base. In Mobility B2C, we did so through dynamic pricing, targeted offers, and strengthened site-level execution. Premium fuels continued to gain share, with improvement in V-Power penetration reinforcing Shell's leadership in high-value segments. Loyalty remains a key differentiator, with the refreshed Shell Go+ platform strengthening customer engagement and repeat visits. As one of the country's most widely adopted loyalty platforms, it plays a central role in deepening customer relationships and enabling more personalized offers. Non-fuel retail lifted earnings, supported by the expansion of convenience retail, lubricants integration, and alliance partnerships that increased customer visits and spend per transaction.

Grow. We then focused on growing where we hold clear advantages. Fleet Solutions, Commercial Fuels, Aviation, and Lubricants each contributed to that outcome in different ways. In Fleet Solutions, new customer wins and higher share of wallet supported volume growth, further enabled by digital solutions such as the Shell Fleet App that strengthened the overall B2B customer experience. In Commercial Fuels, stronger channel reach and differentiated offers such as FuelSave Diesel and FuelOil Plus reinforced our market position in fragmented and price-sensitive sectors. Aviation delivered standout performance through sustained customer wins, contracting discipline, and improved supply efficiency. Lubricants sustained momentum through higher value product growth and deeper distributor penetration, strengthened by strategic partnerships that expanded our Visayas and Mindanao footprint and delivered improvements in fleet reliability, oil life, and fuel economy.

Deliver. Finally, we concentrated on translating stronger execution into better earnings quality and cash generation. This meant improving business mix to help cushion the effects of oil price volatility, tightening cost control, managing working capital more rigorously, and deploying capital more selectively. These actions strengthened returns, reduced volatility, and supported a healthier balance sheet. Just as importantly, it positioned us to resume dividend distributions and begin rebuilding a meaningful, sustainable, and recurring dividend program supported by long-term cash generation.

Beyond the business, we continued to create practical and lasting impact in the communities we serve. Through Pilipinas Shell Foundation, Inc., our social arm, we delivered programs in livelihood and enterprise development, technical and vocational capability-building, education, and health—strengthening trust in our communities and reinforcing our license to operate.

Executing with Greater Integration

What improved in 2025 was not only our performance, but how we operated. We continued to strengthen the foundations that make disciplined execution possible: clearer accountability, closer integration across businesses and functions, faster decision-making, and a stronger focus on outcomes. Sustained results depend not only on strategy, but on the quality of execution across the organization.

This stronger operating rhythm also improved how we served customers. Growth increasingly came not just from selling more, but from serving customers better across a broader set of needs. Our ability to bring together fuels, lubricants, services, loyalty, and strategic partnerships into more integrated customer propositions improved both relevance and profitability.

For additional context for the Report of the President and Chief Executive Officer, see Outlook and Strategy on [page 27](#), and the Business Review section beginning on [page 30](#).



Report of the President and CEO, continued



These integrated experiences deepened loyalty while opening new growth opportunities for our retailers and partners. Our collaboration with AC Mobility and EVRO to expand EV charging infrastructure is another example of how partnerships can help customers navigate evolving mobility choices while reinforcing Shell’s role as a trusted partner through the transition.

Underpinning these outcomes is the continued strength of our integrated Trading and Supply operations, which remain a critical enabler of our strategy. The addition of the Davao Import Facility provided a clear Mindanao advantage by improving supply reliability, increasing throughput, offsetting local operating costs, and narrowing regional price gaps. More broadly, end-to-end supply optimization, including tighter inventory management, tighter demurrage control, and better coordination across the value chain improved cash conversion and reinforced our competitive position nationwide.

Advancing with Purpose

In 2025, resilience was not just a response to a challenging environment, it was how Shell Pilipinas moved forward – with sharper execution, stronger discipline, and clearer strategic focus. Enabled by a stronger One Shell approach, we strengthened the business, improved financial resilience, and laid firmer foundations for long-term value creation.

We do so on a foundation shaped by leaders who came before us. We honor the legacy of the late Country Chairmen **Mr. Cesar A. Buenaventura** and **Mr. Oscar S. Reyes**, whose leadership helped shape Shell companies in the Philippines and Pilipinas Shell Foundation, Inc.

As we enter the next phase of our *Defend, Grow, Deliver* strategy, our direction remains clear:

1. We will defend our volumes and market share. For mobility, this will be done by sustaining dynamic pricing and targeted demand recovery, balanced with different formats that support earnings resilience;
2. We will grow by strengthening the areas where we hold clear competitive advantages, expanding differentiated offers, and building on recent gains in Mindanao and other core markets; and
3. We will deliver by keeping capital within a strict payback lens, deepening working-capital discipline, reducing earnings volatility, and restoring a sustainable, recurring dividend through predictable free cash flow.

This will continue to be enabled by the strength of our brand, the depth of our people, and the commitment of our retailers, dealers, and partners across the country, while keeping us responsive to the Philippines’ evolving energy needs. With a stronger foundation and renewed momentum, we move forward with confidence toward a more competitive, resilient, and integrated energy future for the Philippines.

Lorelie Quiambao Osial
President and Chief Executive Officer



Review of the Chief Finance Officer and Chief Risk Officer

2-22

Reynaldo Abilo

2025 marked an important year in Shell Pilipinas' financial recovery, as stronger execution translated into improved earnings, positive free cash flow, and a healthier balance sheet. Despite persistent hypercompetition and continued volatility in oil prices, we delivered robust growth in both core earnings and net income, while further improving leverage and restoring dividend capacity.

Generating Shareholder Value

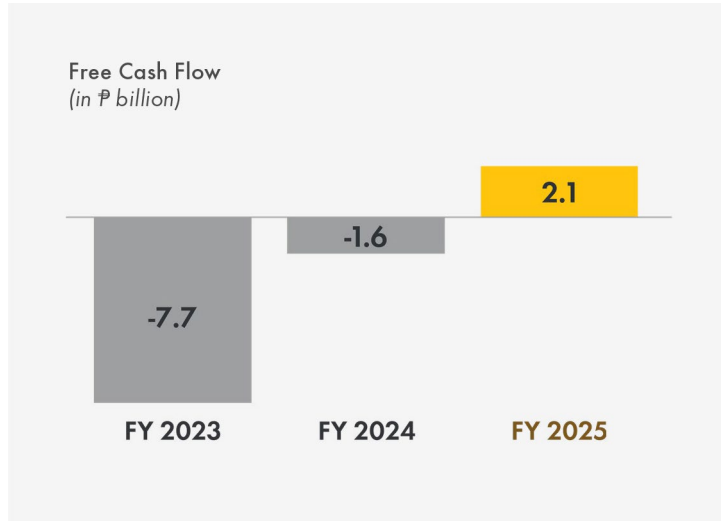
For the full year 2025, core earnings reached ₱3.3 billion, up 28% year-on-year, while net income increased to ₱2.1 billion, up 69% from the previous year. These results were driven by stronger volumes from our B2B and Commercial businesses, higher earnings from Mobility and Aviation, and deliberate cost optimization. The difference between core earnings and reported net income reflects approximately ₱1.0 billion of inventory holding losses during the year, driven by oil price volatility, as well as one-off items. Even with these headwinds, the underlying operating engine of the business remained solid.

Free cash flow improved to a ₱2.1 billion surplus, a significant turnaround from the ₱1.6 billion deficit recorded in 2024. This was driven by sharper execution across the businesses and a more deliberate approach to managing cash and capital. Capital expenditure totaled ₱2.0 billion in 2025, in line with budget and directed toward maintaining and upgrading our supply chain assets and mobility sites. Our balance sheet also strengthened materially, with net debt reduced by ₱2.4 billion, bringing gearing down to 52% from 56% last year. Retained earnings available for dividend declaration likewise increased to about ₱3.7 billion. These improvements collectively restored our dividend capacity.





Review of the CFO and CRO, continued



2025 was a transition year focused on rebuilding financial resilience while laying the foundation for the next phase of growth. Our priorities remain clear: **generate cash, maintain capital discipline, and direct investment toward opportunities that offer attractive and sustainable returns.**

Our *Defend, Grow, Deliver* strategy, which we communicated to the investing community in the first half of 2025, has begun to yield measurable financial outcomes, reflecting stronger execution and greater resilience across the organization. Together with better financial delivery, we also strengthened governance, transparency, and reporting through clearer communication and disclosure. These efforts were recognized through the Best Annual Report (Small Cap) award at the IR Impact Awards for Southeast Asia and, more importantly, helped reinforce confidence in Shell Pilipinas' progress and investment case.

In parallel, we also strengthened our risk discipline across the organization. In a year shaped by volatility, regulatory change, and supply chain complexity, we sharpened how key exposures are identified, assessed, and managed across the business. Together, these helped ensure that decisions on strategy, capital allocation, and day-to-day execution remained anchored on financial prudence, operational discipline, and sound governance.

Laying the Foundation for Sustainable Earnings

Cash. Cash generation remained our foremost financial priority in 2025 as we pursued greater financial resilience and continued strengthening of the balance sheet.

Across the portfolio, stronger execution translated into better cash delivery. Our Fuels business delivered 2% volume growth for the full year despite persistent hypercompetition and aggressive pricing. In Mobility, we defended volumes quarter on quarter, ending the year flat after previous declines, while core earnings grew 22% through dynamic pricing, sharper offer design, targeted marketing programs, and the successful retention of key accounts. Mobility Fleet Solutions grew volumes by 11%, driven by new account wins and deeper engagement with existing partners. In Commercial Fuels, volumes increased 3%, supported by a broader distributor footprint and stronger demand in key sectors. In Aviation, volumes grew 11%, delivering the business's strongest earnings performance in five years as air travel demand continued to normalize.

Our Non-Fuel products grew 4% for the year and continued to support cash generation. Within this, Lubricants grew 4%, benefiting from innovation in partnerships and route-to-market enhancements, while e-commerce remained a growth engine for the business. Bitumen delivered 5% volume growth, supported by reliable supply execution and strong account management, while retaining market leadership with a 26% share.

Working capital remained a key focus throughout the year, even as it increased due to additional tax prepayments and timing effects from banking holidays in December. Inventory management, receivables collection, and treasury actions continued to support cash delivery through longer funding tenors, interest savings, prudent hedging, and better matching of collections and payments. Collectively, these actions helped manage working-capital pressure and supported a stronger financial position by year-end.

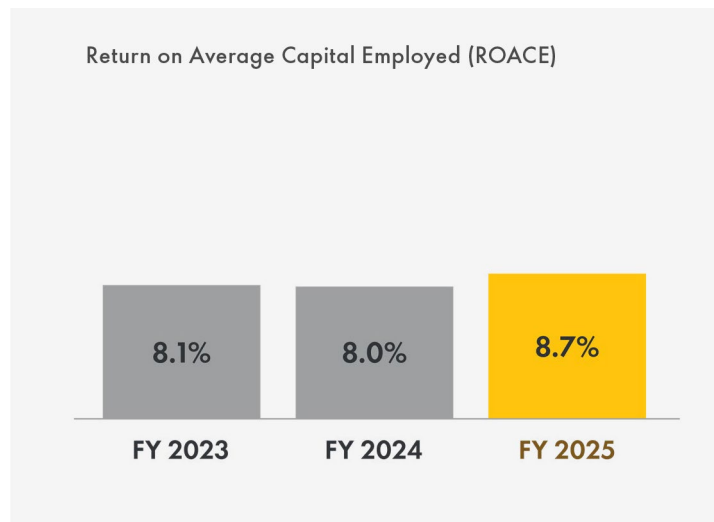
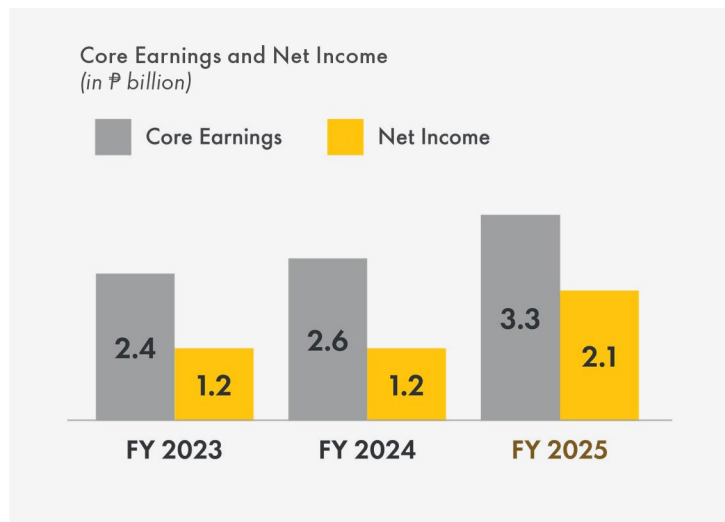
Returns. Returns improved meaningfully in 2025 as stronger operating performance translated into better cash flow, lower financing costs, and improved capital efficiency.

While operating costs were above prior year levels, tighter management of controllable expenses helped improve cost efficiency and support earnings quality. Interest costs declined as a result of lower debt levels and the benefit of lower policy rates during the year. The Davao Import Facility contributed to returns by lowering logistics and distribution costs and strengthening service levels in Mindanao. With tighter inventory management, it supported a more efficient supply chain and stronger capital discipline.

These improvements also translated into stronger capital efficiency and a more stable financial profile. ROACE improved to 9%, while core ROACE stood at 11%, excluding inventory holding losses and one-off items. This consistency in core returns shows that we are generating more durable earnings from the capital employed. At the same time, sustained capital discipline and lower net debt helped preserve liquidity and funding stability, with the current ratio holding at 1.0.



Review of the CFO and CRO, continued



Combined with earnings per share of ₱1.31, these indicators reflect that we are operating on a more sustainable financial foundation.

Taken together, these outcomes strengthened our financial profile, improved returns to shareholders, and supported our return to a dividend-paying position.

Growth. While 2025 was a year of stronger financial delivery, it also laid the foundation for more sustainable earnings growth in the years ahead. Growth during the year was shaped not only by better volume performance, but by stronger business mix and a more integrated operating approach. Integrated channel growth helped improve earnings by expanding our reach into underserved and untapped markets, while strengthening delivery across key channels.

In Mobility, Non-Fuel Retail grew 11%, supported by continued contributions from Alliance, which grew 16% through footprint expansion, Lubricants, which increased 10% through integrated forecourt campaigns, and Convenience Retail, which rose 6% following the rollout of the new Shell Café format. In Commercial Fuels, differentiated products also continued to gain traction, with FuelSave Diesel and Fuel Oil Plus delivering volume growth of 11% and 4%, respectively. In Lubricants, the launch of the Shell Helix Flagship Workshop, together with other partnership-led initiatives, helped broaden customer reach and reinforce our differentiated market position.

This growth was pursued with discipline. Capital allocation remained targeted, and investment decisions continued to undergo strict screening against payback and return thresholds to ensure that growth supports long-term shareholder value creation, stronger cash generation, and a more resilient earnings base.

Restoring Financial Flexibility

By the end of 2025, stronger free cash flow, improved gearing, and positive retained earnings had restored our dividend capacity. In line with this progress, the Board of Directors approved the declaration of a cash dividend, marking an important milestone as we resumed dividend distributions after three years.

2025 was a transition year focused on rebuilding financial resilience while laying the foundation for the next phase of growth. Our priorities remain clear: generate cash, maintain capital discipline and direct investment toward opportunities that offer attractive and sustainable returns. Management will continue to review strategy, priorities, and investment choices within a disciplined capital framework to ensure that growth remains supported by credible cash generation and sustainable returns.

Shell Pilipinas enters 2026 on a stronger financial footing – better positioned to preserve balance sheet strength, convert performance into durable earnings, and generate sustainable shareholder value over time with greater financial flexibility.

Reynaldo Abilo
Chief Finance Officer and Chief Risk Officer



2025 Financial Highlights

3-3, 201-1

Our strategy will help us **defend** our market position, **grow** our businesses, and **deliver** on our commitments.

Summary Statement of Financial Position (in ₱ million)	2023	2024	2025
Current assets	39,081.7	44,626.3	42,710.6
Non-current assets	76,840.6	72,481.5	75,312.1
Total assets	115,922.2	117,107.8	118,022.7
Current liabilities	47,848.9	50,538.2	43,220.4
Non-current liabilities	37,791.6	34,388.7	40,028.7
Total liabilities	85,640.5	84,926.9	83,249.1
Total equity	30,281.7	32,180.8	34,773.6
Total liabilities and equity	115,922.2	117,107.8	118,022.7

Summary Statement of Income (in ₱ million)	2023	2024	2025
Gross sales	258,788.8	249,750.2	237,437.3
Sales discounts and rebates	(5,472.7)	(6,184.4)	(6,304.3)
Net sales	253,316.1	243,565.8	231,133.0
Cost of sales	(233,176.7)	(221,324.1)	(208,435.5)
Gross profit	20,139.4	22,241.7	22,697.5
Operating expenses	(17,372.0)	(17,022.0)	(17,692.4)
Other operating income, net	1,273.8	837.5	2,027.2
Asset impairment (losses) reversal	997.0	-	(572.8)
Income from operations	5,038.2	6,057.2	6,459.5
Income before income tax	1,614.1	1,908.0	2,778.6
Profit for the year	1,182.9	1,250.2	2,109.6

Summary Statement of Cash Flow (in ₱ million)	2023	2024	2025
Net cash from operating activities	4,255.8	7,466.1	10,689.1
Net cash used in investing activities	(5,303.9)	(2,281.0)	(2,159.3)
Net cash used in financing activities	(112.2)	(4,023.9)	(8,711.7)
Net increase (decrease) in cash for the year	(1,160.4)	1,161.2	(181.9)
Cash at the beginning of the year	2,957.2	1,796.8	2,958.0
Cash at the end of the year	1,796.8	2,958.0	2,776.0



Scan this QR code to view or download the complete Audited Financial Statements and accompanying Notes to Financial Statements.



2025 Financial Highlights, continued

Net Income Segmentation (in ₱ billion)	2023	2024	2025
Core Income ¹	2.3	2.6	3.3
Marketing	4.8	4.7	6.0
Corporate/Supply/Others	(2.5)	(2.1)	(2.6)
Inventory Holding Gains/Losses ²	(1.8)	(0.8)	(1.0)
Non-Core One-Offs	0.7	(0.6)	(0.2)
Net Income	1.2	1.3	2.1

¹ Inventory holding gains/losses driven by changes in crude/finished products prices is removed to reflect the underlying performance of the Company. This methodology calculates the cost of goods sold as the monthly average of goods purchased and is consistent with the basis of reporting used by other oil refining groups.

² The calculation of core income was obtained by excluding one-offs and offsetting supply chain inventory holding gain/loss with marketing-driven lag loss/gain. This is being done to reflect an integrated view of the Company's end-to-end purchase-to-sale process.

Key Financial Ratios	2023	2024	2025
Current ratio ¹	0.9	0.9	1.0
Debt to equity ratio ²	1.3	1.3	1.1
Debt ratio ³	0.3	0.3	0.3
Return on assets ⁴	1.0%	1.1%	1.8%
Return on equity ⁵	4.0%	4.0%	6.3%
Return on average capital employed ⁶	8.1%	8.0%	8.7%

¹ The current ratio is computed by dividing current assets by current liabilities.

² Debt to debt-to-equity ratio is computed by dividing net debt (short-term borrowings and loans payable less cash) by equity (exclusive of other reserves).

³ The debt ratio is computed as net debt divided by total assets.

⁴ Return on assets is computed as profit (loss) for the period divided by total assets.

⁵ Return on equity is computed as profit (loss) for the period divided by equity (exclusive of other reserves).

⁶ Return on average capital employed is defined as EBIT as a percentage of the average capital employed for the period. Capital employed consists of total equity, short-term borrowings, and loans payable. Average capital is calculated as the mean of the opening and closing balances of capital employed for that period.

Direct Economic Value Generated and Distributed (in ₱ billion)

3-3, 201-1, 203-1, 203-2

2.0

Capital Investments

233.1

Value Generated

Value Distributed

75.7%

Crude and Finished Products

12.5%

Government (taxes, duties, levies)

11.8%

Others

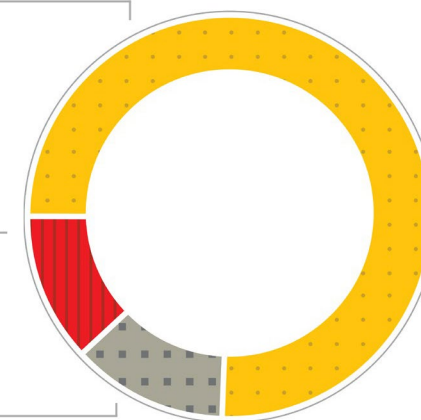
4.6% Service Providers

2.6% Equipment, Property, and Other Suppliers

1.9% Economic Value Retained

1.6% Capital Providers

1.1% Employees





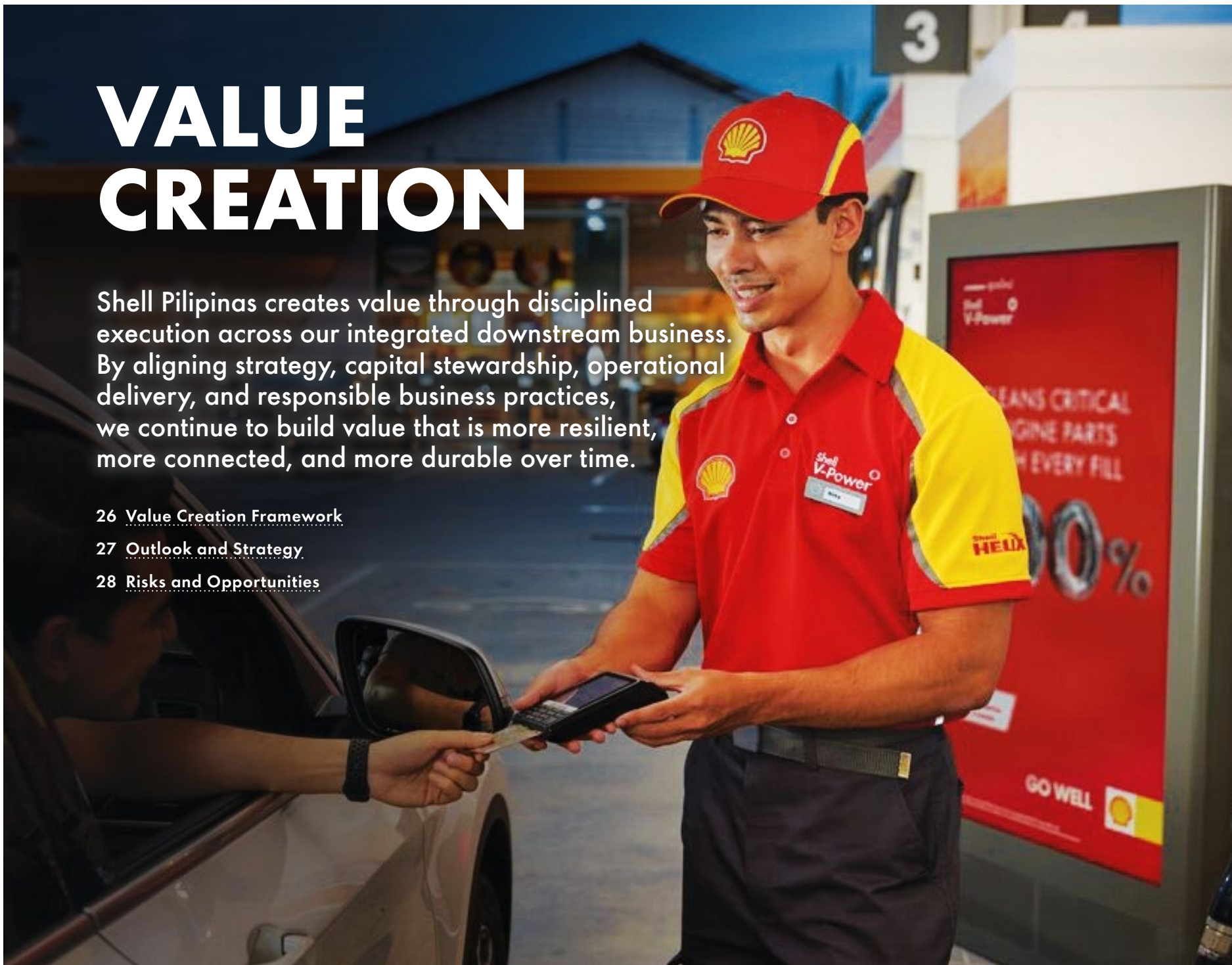
VALUE CREATION

Shell Pilipinas creates value through disciplined execution across our integrated downstream business. By aligning strategy, capital stewardship, operational delivery, and responsible business practices, we continue to build value that is more resilient, more connected, and more durable over time.

26 [Value Creation Framework](#)

27 [Outlook and Strategy](#)

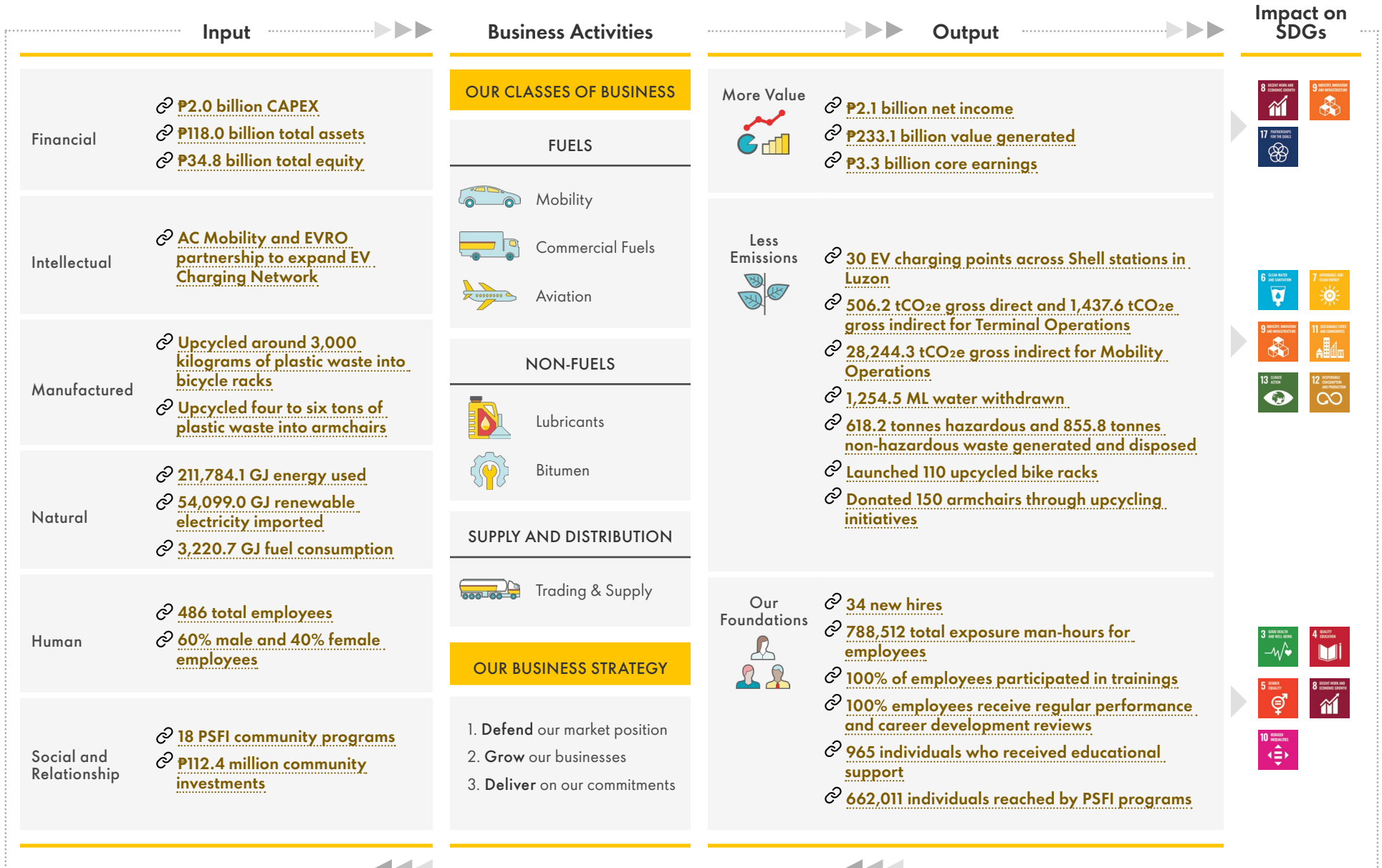
28 [Risks and Opportunities](#)





Value Creation Framework

Shell Pilipinas' value creation approach is anchored in disciplined execution across the value chain, balancing financial performance, strategic priorities, and responsible business practices.





Outlook and Strategy

The operating environment for Shell Pilipinas is expected to remain volatile and highly competitive due to global oil price movements, foreign exchange pressures, and sustained hypercompetition. However, the Philippine economy shows underlying resilience, supported by domestic consumption, infrastructure investment, and long-term demand growth. Customer preferences continue to shift toward value, reliability, and differentiated offerings, while the energy transition creates opportunities for lower-carbon fuels, electric mobility, and integrated energy solutions alongside traditional products.

Against this backdrop, Shell Pilipinas enters its next phase with stronger financial momentum, a more disciplined capital structure, and an increasingly integrated portfolio. The Company remains focused on navigating near-term uncertainty while positioning itself to capture structural growth opportunities and deliver sustainable returns over the long term.

“We are sustaining our progress. Our year-to-date results reflect durable, broad-based momentum. Anchored on Cash, Returns, and Growth, the structural levers we’ve put in place continue to deliver. We generated strong free cash flow, grew core earnings, and delivered higher net income—even as hypercompetition kept industry volumes tight and our total volumes remained flat year-on-year.”

- Lorelie Quiambao Osial, President and CEO

Our path to 2030: Defend, Grow, Deliver

In April 2025, Shell Pilipinas unveiled its refreshed strategy, designed to generate improved shareholder value while meeting the evolving mobility and energy needs of Filipinos. The strategy is anchored on three clear priorities: Defend, Grow, and Deliver, supported by a winning performance culture that emphasizes accountability, execution discipline, and partnership.



Cash

Cash generation is the foundation of Shell Pilipinas’ financial resilience and strategic flexibility. In a volatile and hypercompetitive market, the Company prioritizes cash discipline to protect liquidity, strengthen the balance sheet, and enable reinvestment in high-return opportunities. This is supported by tighter working capital control, disciplined capital allocation, and operational efficiency across the value chain.

Trading & Supply remain a critical cash enabler, supporting inventory optimization, and logistics efficiency. Continued high-grading across our asset portfolio further reinforces cash conversion and structural cost reduction.



Key Initiatives

- Deliver sustainable positive free cash flow through disciplined working capital management
- Optimize inventory levels and logistics efficiency through Trading & Supply
- Maintain selective capital allocation focused on high-return, fast-payback investments
- Strengthen balance sheet resilience through asset high-grading and risk management



2025 Performance

- ✓ Achieved free cash flow of ₱2.1 billion surplus, a significant turnaround from last year’s ₱1.6 billion deficit.
- ✓ Improved cash conversion through tighter inventory and logistics management.
- ✓ Strengthened liquidity and funding position, enhancing resilience amid market volatility.



Returns

Improving the quality and sustainability of returns is central to restoring credibility and long-term value creation. Shell Pilipinas focuses on enhancing earnings quality, optimizing capital employed, and profitably growing the business. This pillar emphasizes portfolio optimization, structural cost discipline, and consistent execution.

Dynamic pricing, disciplined risk management, and stronger governance underpin efforts to deliver more predictable and competitive returns. Asset high-grading and cost transformation initiatives further support improvements in Return on Average Capital Employed (ROACE).



Key Initiatives

- Enhance business performance through targeted offerings, product mix optimization, and disciplined pricing
- Drive structural cost reductions across operations and support functions
- Optimize portfolio mix through asset high-grading and capital efficiency
- Strengthen governance, internal controls, and execution discipline



2025 Performance

- ✓ Delivered 28% year-on-year growth in core earnings, reaching ₱3.3 billion in 2025.
- ✓ Achieved a 69% increase in net income year-on-year.
- ✓ ROACE improved to 8.7% and remained resilient quarter-on-quarter.



Growth

Growth at Shell Pilipinas is selective, value-accretive, and anchored on competitive advantage. The Company prioritizes segments that deliver stronger returns, deeper customer relationships, and long-term relevance, while avoiding volume growth that dilutes value. Growth is pursued through integrated channel growth, dynamic pricing, and expanded partnerships that extend reach and scale.

At the same time, Shell Pilipinas is building future-ready growth platforms to support the energy transition. Investments in electric vehicle charging, and lower-carbon solutions are designed to diversify revenue streams and position the business for evolving mobility and energy demand.



Key Initiatives

- Expand in priority segments, including differentiated fuel solutions, new Mobility Stations, Commercial and B2B offerings, Aviation, Lubricants, Fleet Solutions, and Non-Fuel Retail
- Deepen customer engagement through loyalty platforms and digital channels
- Leverage partnerships to accelerate market penetration and scale



2025 Performance

- ✓ Achieved consistent growth in B2B volumes, strengthening commercial momentum
- ✓ Expanded loyalty membership and driving higher engagement and retention
- ✓ Growth of 11% in non-fuel retail formats, supporting earnings diversification



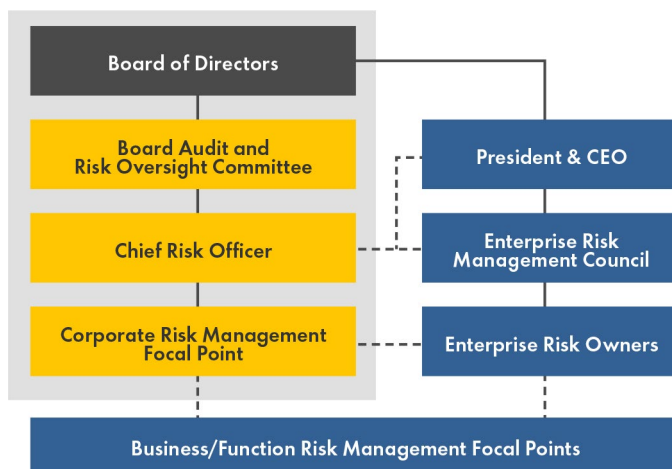
Risks and Opportunities

Shell Pilipinas operates in a dynamic energy landscape shaped by commodity price volatility, foreign exchange movements, regulatory change, supply chain complexity, market competition, and evolving customer needs. These conditions can create both downside risks and upside opportunities for the business.

Our approach is not to arbitrarily reduce or eliminate risk, but to manage it deliberately in support of strategy, operating discipline, and long-term value creation. In line with our Enterprise Risk Management (ERM) Policy, risk considerations are embedded in how we plan, decide, execute, monitor, and improve the business. Risks are assessed in relation to business objectives and may include both “upside” and “downside” outcomes, recognizing that stronger risk discipline can improve decision quality and support value creation.

Risk Management

Effective risk management increases the value of business decisions because conscious choices are made in relation to risks that may affect, or arise from, those decisions. As set out in our ERM Policy, accountability for managing these risks resides with the ERM Council and the various General Managers or Heads of each Business or Function, supported by a governance framework that provides active and accountable oversight of enterprise risks.



- **Board Audit and Risk Oversight Committee (BARC)**—provides oversight on the ERM process, approves the ERM policy and any changes thereto
- **Chief Risk Officer**—supervises the entire ERM process and spearheads the development, implementation, maintenance, and continuous improvement of ERM processes and documentations
- **Enterprise Risk Management Council**—provides strategic leadership on enterprise risk management decisions, resolves conflicts arising from differing risk management strategies
- **Corporate Risk Management Focal Point**—oversees the end-to-end Enterprise Risk Management process, establish a consolidated enterprise risk register from submissions from the Business/Function Risk Focal Points
- **Enterprise Risk Owners**—responsible for proper assessment of likelihood and impact of enterprise level risks included in the enterprise risk matrix, responsible for establishing the Risk Management Plan
- **Business/Function Risk Focal Points**—ensure timely and complete submission of Business/Function risk matrix and risk register to the Corporate Risk Management Focal

Risk Response Strategies and Accountabilities

To manage risk effectively, each Business and Function in Shell Pilipinas is expected to define clear strategies and objectives, assess the internal and external environment in which it operates, identify the risks arising from that environment, and evaluate their potential impact and likelihood. Appropriate boundaries for risk taking are established through defined risk appetite, while the effectiveness of risk responses is assessed based on how well they support the achievement of business objectives, safeguard Company assets from inappropriate use, loss, or fraud, facilitate economic, effective, efficient, and safe operations, and enable compliance with the Shell Pilipinas Control Framework.

This process remains ongoing, with Businesses and Functions expected to continuously monitor the risk environment, communicate material developments, and report on the effectiveness of actions taken to manage identified risks. In terms of accountability, market, operational, and business risks are primarily managed by business and line managers, while corporate risks, including foreign exchange, interest rate, and liquidity risks, are managed by the Corporate Finance Department in coordination with the relevant businesses and functions.

Risk Management Highlights

As reflected in our enterprise risk review, we continued to monitor risks based on residual risk position and the evolving business environment, while tracking changes in the control and risk landscape across the organization. This enabled management to reassess material exposures on a regular basis and respond more quickly to developments that could affect the Company’s operations, financial performance, and long-term value creation.

During the year, several previously monitored risks were reduced, de-escalated, or resolved as management actions progressed and conditions evolved. These developments reflect the dynamic nature of the Company’s risk landscape and underscore the importance of disciplined monitoring, timely intervention, and continuous reassessment of material exposures across the enterprise.

We also advanced selected measures to strengthen the management of financial risks. Effective in the third quarter, we commenced hedging certain foreign currency exposures through derivative financial instruments, including forward contracts, in accordance with our foreign exchange risk management policy, to help mitigate the impact of exchange rate fluctuations and reduce volatility in cash flows and earnings.

Starting in the last quarter, Shell Pilipinas adopted the Group’s risk management tool, to strengthen visibility, enable more timely reporting, and support a more seamless approach to monitoring risks across the enterprise. This complements the Company’s existing review processes and reflects a continued effort to strengthen both governance and execution.



Risks and Opportunities, continued

Principal Risks to Value Creation

Principal Risk	Why It Matters/ Key Drivers	Management Response and Value Protection	Value Drivers Affected
Market, Pricing, and Competitive Intensity	A highly competitive downstream market, together with fuel price volatility and changing customer behavior, can affect earnings quality, and market position.	We manage these exposures through disciplined commercial execution, stronger portfolio mix, and differentiated customer offers.	Financial, Social & Relationship
Regulatory, Legal, and Operating Environment	Changes in laws, regulations, permit requirements, and legal outcomes may affect profitability, project timing, and license to operate.	The Company maintains active monitoring, compliance discipline, stakeholder engagement, and timely escalation of material issues.	Financial, Intellectual, Social & Relationship
Operational Continuity and Supply Chain Reliability	Disruptions affecting critical facilities, logistics, or supply routes may impact product availability, customer service, working capital, and cost competitiveness.	Management focuses on asset reliability, business continuity, supply planning, and end-to-end coordination to support more reliable delivery.	Manufactured, Financial, Social & Relationship
Market and Financial Exposure	Movements in foreign exchange, interest rates, commodity prices, and broader funding conditions may affect earnings, cash flows, and financial flexibility.	These are managed through treasury discipline, exposure monitoring, liquidity planning, and risk management policies where appropriate.	Financial
Credit and Liquidity Risk	Customer credit quality, counterparty exposure, and liquidity availability may affect cash conversion and the Company's ability to support operations and investment.	Management applies credit controls, counterparty assessment, collateral where appropriate, and centralized treasury oversight.	Financial
HSSE, Compliance, and Reputation	HSSE incidents, compliance failures, and reputational issues may lead to operational disruption, financial loss, and weakened stakeholder trust.	These are managed through standards, control frameworks, assurance processes, governance oversight, and defined escalation channels. The Company maintains a zero-tolerance approach to HSSE risks, aligned with Shell's global Goal Zero ambition to achieve no harm and no leaks across all operations.	Human, Natural, Social & Relationship, Financial

Key Opportunities for Value Creation

Opportunity	Description	Value Drivers Affected	Affected Business Segment/s
Integrated Channel Growth	Expanding reach in underserved and untapped markets through stronger channel coverage and more connected execution across the portfolio.	Financial, Manufactured, Social & Relationship	Mobility, Commercial Fuels, Lubricants
Premium and Differentiated Offers	Growing higher-value offers that improve mix, margins, and customer loyalty in a highly competitive market.	Financial, Intellectual, Social & Relationship	Mobility, Commercial Fuels, Lubricants
Non-Fuel Retail and Customer Ecosystem	Broadening earnings sources beyond fuel margins through convenience retail, alliances, food and beverage formats, and vehicle care offers.	Financial, Manufactured, Social & Relationship	Mobility, Non-Fuel Retail
Supply Chain and Import Footprint Optimization	Strengthening service reliability, cost efficiency, and regional competitiveness through a more integrated supply chain and broader import footprint.	Financial, Manufactured, Intellectual	Trading & Supply, Mobility, Commercial Fuels, Aviation, Bitumen
Digital, Loyalty, and E-commerce Enablement	Using digital tools and customer platforms to improve targeting, retention, and channel productivity.	Financial, Intellectual, Social & Relationship	Mobility, Fleet Solutions, Lubricants
Lower-Carbon Mobility and Energy Solutions	Exploring practical and scalable lower-carbon products, services, and partnerships while remaining disciplined in capital deployment.	Natural, Financial, Intellectual, Social & Relationship	Mobility, Partnerships / New Energy

Managing Risks and Opportunities in an Integrated Way

Shell Pilipinas' ERM framework recognizes that effective risk management is not only about downside protection, but also about making better choices on where to compete, where to invest, and how to sustain value over time. Not all risks can or should be eliminated. Some are accepted and controlled, some are reduced, transferred, or shared, and some activities may be avoided where the risk-return trade-off is not justified. Under the ERM Policy, risks that are not yet acceptable require time-bound "get-to-green" action plans and close monitoring until they are brought to a more acceptable position.

By embedding risk and opportunity management into strategy, capital allocation, governance, and day-to-day execution, we strengthen our ability to protect value, capture growth selectively, and sustain a more resilient platform for long-term shareholder value creation.



BUSINESS REVIEW

Shell Pilipinas delivered clear progress across Cash, Returns, and Growth. Stronger free cash flow, improved earnings quality, healthier balance sheet indicators, and steady delivery across the business reflect how we are moving forward with greater discipline and confidence.

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Fuels

3-3

SPC's Fuels business remains a core value driver, serving the mobility and energy needs of Filipino customers through a nationwide network supported by an integrated and reliable supply chain. The business delivered 2% volume growth despite persistent hypercompetition, reaffirming SPC's position as the country's second-largest downstream player.

Behind this stability, earnings quality improved significantly, driven by greater contribution from premium and differentiated products and stronger growth from B2B and Commercial segments, where SPC remains a supplier of choice for leading corporations. Within Mobility, higher marketing earnings sustained market position despite intense competition, with dynamic pricing and targeted programs in place to support profitable volume recovery.

The Company's Fuels portfolio is designed to serve a broad range of customer needs, with products formulated for performance, efficiency, and engine protection. All Shell fuels marketed in the Philippines comply with Euro IV (PH) standards, reflecting SPC's commitment to cleaner combustion, improved fuel quality, and compliance with regulatory requirements.

The strength of the business lies in its ability to compete with discipline and serve customers reliably at scale. Supported by the Company's integrated supply chain, Fuels business continued to strengthen product consistency, advance premium and differentiated offers, and reinforce customer trust across its nationwide network. This positions SPC to deliver sustainable growth and stronger value creation across segments.



Mobility

SPC remained focused on defending the strength of its retail base while expanding customer relevance across channels. Despite a persistently challenging and hypercompetitive environment, the business delivered progress on both fronts. Volumes were defended quarter-on-quarter, and core earnings recorded double-digit growth, reflecting disciplined execution, stronger earnings quality, and the business' ability to compete effectively while reinforcing customer loyalty.



MOBILITY

Nationwide EV Charging Backbone Takes Shape Through Partnership with ACMobility

3-3

A major step toward electric mobility took shape as Shell Pilipinas and ACMobility, Ayala's mobility solutions arm, joined forces to launch the Philippine EV Spine, the country's first nationwide charging network designed to support long-distance EV travel across key transport corridors. The initiative combines ACMobility's charging infrastructure with Shell's nationwide retail footprint, extending the relevance of Shell stations beyond conventional fuels and strengthening the Mobility business' ability to respond to evolving customer needs. The initial phase is expected to roll out more than 100 charging points across 50 Shell stations, improving accessibility and helping address range anxiety for EV drivers.



In parallel, SPC is making Mobility more future-ready. Through its partnership with ACMobility to help build the Philippine EV Spine, SPC is combining its nationwide retail footprint with ACMobility's charging infrastructure to enable reliable corridor coverage and provide EV drivers a seamless long-distance EV travel. This initiative reflects a practical approach to evolving mobility, leveraging network scale and partnerships to extend customer relevance as mobility needs change over time.

Powering Every Filipino Journey

Customer loyalty remained a key competitive lever. The refreshed Shell Go+ App continued to deepen customer engagement through more personalized offers, stronger partner integration, and a better digital experience. Together, these helped reinforce retention across the retail network and supported SPC's ability to defend value while strengthening customer relationships.

Shell Go+ Refresh Strengthens Customer Loyalty Through Digital Engagement (B2C)

SPC relaunched the Shell Go+ mobile app with enhanced features, expanded rewards, and stronger partner integration designed to improve the customer experience and deepen engagement across mobility sites nationwide. The refreshed platform reflects the Company's continued focus on building stronger and more personalized customer connections as digital channels become increasingly central to everyday mobility journeys. The migration to the new platform successfully expanded the program's reach, delivering strong growth in membership while maintaining solid retention among active users. To support the rollout, SPC undertook a nationwide activation campaign that combined education sessions enabling employees to act as ambassadors for the platform, retailer engagements, and site-level onboarding support. Stations were equipped with promotional materials and incentives to encourage customer adoption, while mobility marketing teams conducted in-person training and activation efforts across the country. These actions strengthened the program's rollout and reinforced Shell Go+ as a key driver of customer loyalty and repeat engagement.



Fuels, continued



MOBILITY

EV Drivers Gain Wider Access as Shell Recharge Joins EVRO's Brand-Neutral Network

Electric vehicle users in the Philippines can now access more charging options with greater ease following the integration of Shell Recharge stations into the EVRO network, the country's first brand-neutral e-mobility service platform. The partnership allows EV drivers to locate and access Shell charging stations directly through EVRO's platform, improving trip planning and simplifying payment. As part of the collaboration, 30 charging points across Shell stations, retail hubs, and commercial locations are now visible within the EVRO ecosystem. Such integration supports a more interoperable and user-friendly EV charging experience, improving efforts to reduce barriers to EV adoption and expand the country's charging network.



Advancing with Digital Innovation

Fleet Solutions delivered 11% volume growth, underpinned by new account wins, deeper partner engagement, and disciplined execution across channels. Profitability remained stable, reflecting focused account management and integrated customer servicing.

A landmark milestone was achieved as the Philippines became the first Shell market globally to transition to contactless fleet cards, affirming the Company's integrated B2B strategy as a scalable platform for long-term customer value and earnings resilience.

Advancing SME Growth with the Shell Fleet App (Fleet Solutions)

3-3

SPC supports small and medium enterprises (SMEs) across the country with the Shell Fleet App, a secure, paperless platform that simplifies fleet and fuel management into a fully digital experience. The app enables business owners to manage fleet cards, monitor fuel spend, track driver activity, and access real-time reports in one place, reducing administrative work and improving visibility over daily operations. Designed to address the needs of a growing SME sector, it replaces manual processes with faster onboarding and more efficient controls, helping businesses in transport, retail, construction, and logistics better manage expenses and operations. The platform also delivers practical financial benefits through automated payments, real-time fuel monitoring, and access to savings across Shell products and services. These features help ease cash flow pressures while supporting informed decision-making for businesses operating multiple vehicles and locations. Its impact has been recognized regionally, earning awards for digital innovation and user experience, including a Stevie Award in 2025.



Rebuilding Growth Together

Non-Fuel Retail (NFR) remained an important contributor to Mobility's earnings quality, delivering 11% operating profit growth and reinforcing its role in diversifying earnings, deepening customer engagement, and improving site productivity. After a softer start in the first quarter, the business regained momentum through focused execution across alliance partnerships, lubricants, and convenience retail, demonstrating the strength of Shell Pilipinas' integrated customer offer beyond fuel.

To further strengthen Mobility's vehicle care offer, SPC launched the Shell Service Center, broadening its vehicle servicing proposition and enhancing customer relevance.

Together, these initiatives continue to support stronger site profitability and more meaningful cash returns across the network. Key drivers of this performance were as follows, with all percentages referring to operating profit growth:

- Alliance grew by 16%, supported by footprint expansion with trusted partners such as Jollibee, Chowking, and Starbucks across new and renovated sites, driving higher footfall and on-site spending.
- Lubricants increased by 10%, driven by impactful promotions, record-high premium penetration for Shell Helix and Shell Advance, and integrated forecourt campaigns.
- Convenience Retail grew by 6%, supported by Shell Select and Shell Café activations, influencer engagements, and the rollout of a new café format.



MOBILITY

Sports Cars for a Cause: Driving Opportunity Through Education



Passion for mobility met purpose in Sports Cars for a Cause, a charity-driven event that brought together the automotive community to support education and skills development. Now in its sixth year, the initiative raises funds for scholarships benefiting students enrolled in the automotive servicing course at the Sisters of Mary School (SOM), a long-standing advocacy championed by NEO President Charlie Rufino and supported through the Fr. Al's Children Foundation, Inc. (FACFI).

Guided by the theme "Timeless and Tomorrow," the event showcased an inspiring lineup that spanned classic sports cars to next-generation electric vehicles, symbolizing the evolution of mobility and the future of the automotive industry. Spearheaded by the BGC Car Club and NEO, and supported by partners including Shell Pilipinas and other leading organizations, the initiative highlighted the power of collaboration in creating meaningful impact.



Fuels, continued

Commercial Fuels

Commercial Fuels delivered 3% volume growth for the full year, notwithstanding softer demand in certain sectors. New account wins in Construction and Manufacturing sectors and an expanded distributor footprint in the first half carried momentum through year-end, with stronger performance in Mining and Wholesale sectors reinforcing SPC's position in a fragmented B2B market.

Profitable Growth Through Differentiation and Customer Collaboration

Differentiated fuel products continued to outperform. FuelSave Diesel grew 11% and Fuel Oil Plus rose 4%, reflecting sustained demand for high-performance solutions even in price-sensitive segments. Where demand softened, performance was supported through tighter contracting and tailored customer offers, demonstrating SPC's ability to grow profitably, win new customers, and deliver value across market conditions.

This growth was supported by new business wins across direct and indirect channels, enabled by close collaboration among Sales, Marketing, and Technical teams. Through targeted consultations, customers learned how higher-grade fuels can improve equipment performance and fuel economy. Strong customer relationships in Power, Manufacturing, and other industrial sectors, combined with a robust reseller strategy, kept Commercial Fuels competitive in a fragmented B2B market.



Aviation

Aviation remained one of the Company's strongest growth engines, delivering 11% volume growth and significantly higher earnings. Performance strengthened through the year, with the business posting a strong volume rebound in the first quarter and achieving its highest earnings since the pandemic.

A more efficient supply chain and continued execution enabled the business to deliver its strongest results in five years. As international air traffic continued to recover, SPC remained focused on locking in new customers, improving service reliability, and managing costs to capture further upside from rebounding travel demand.



AVIATION

Engaging on the Future of Aviation Energy

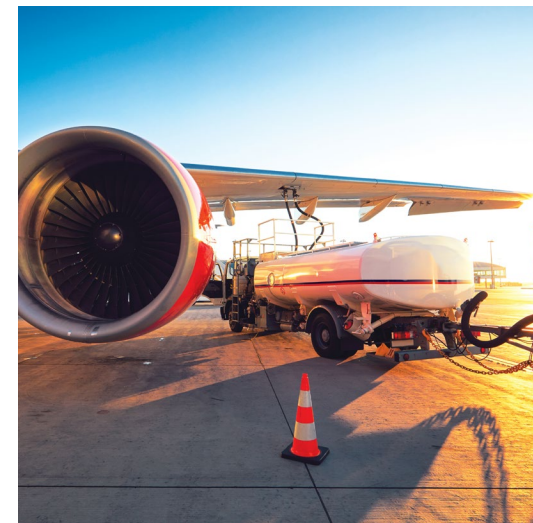
Shell Pilipinas continues to participate in industry and government discussions on the potential development of Sustainable Aviation Fuel (SAF) in the Philippines. Engagement remains focused on sharing technical insights related to supply chain considerations, certification requirements, and infrastructure readiness, while contributing global perspectives on policy and market developments. These discussions aim to ensure that any future SAF pathway is practical, commercially viable, and aligned with the long-term sustainability and competitiveness of the aviation sector.



FEATURE STORY

Aviation Rebuilds and Returns to Strong Performance

Aviation's recovery was shaped not only by the continued return of travel demand, but by the discipline with which the business rebuilt its foundations. Following the severe disruption caused by pandemic-related travel restrictions, the sector steadily regained momentum as passenger traffic improved and operating conditions normalized. This progress was supported by a disciplined, multi-year rebuilding strategy focused on restoring operational resilience while preparing for future growth. Rather than relying on short-term fixes, the business emphasized cross-functional collaboration, tighter integration across supply, operations, and commercial teams, and a balanced approach to financial discipline and market re-engagement. Improved service reliability and more transparent engagement with airline partners helped rebuild trust and unlock new opportunities, enabling Aviation to move toward a more sustainable recovery and renewed growth momentum.





Non-Fuels

3-3

Non-Fuels businesses, comprising Lubricants and Bitumen, play a strategic role in strengthening the Company's earnings mix and enhancing portfolio resilience, delivering 4% volume growth for the full year. Under industry standards, Lubricants gained further traction in premium products and differentiated customer offerings, reflecting continued success in expanding market reach and deepening partnerships. Across the portfolio, results demonstrate resilience, focused execution, and strategic consistency reinforcing the Company's ambition to build a more balanced and future-ready business.

Lubricants

The Lubricants business delivered 4% volume growth, underpinned by a sharper route-to-market strategy, deeper distributor penetration—including expanded reach into the BARMM region—and more integrated channel execution, resulting in the Company's strongest volume mix to date and broader market coverage.

E-commerce remained a strong growth engine, with volumes more than tripling year-on-year in the first quarter and earnings rising fivefold over two years. In May 2025, SPC launched the first Shell Helix Flagship Workshop globally, a Philippine-led innovation that has since expanded to seven locations, with plans to roll out 25 sites over the next two years. Together with the Shell Mechanic League, these initiatives deepened product advocacy, strengthened brand relevance, and expanded customer touchpoints across the market.

Backed by the Company's leadership in motorcycle oils and its standing as the world's leading lubricants supplier, Lubricants remains a key growth driver for Shell Pilipinas.

Powering Public Transport Through Integrated Fleet Partnerships

Transportation across Visayas and Mindanao moved forward through a strengthened partnership between Shell Pilipinas and the Yanson Group of Bus Companies, one of the country's largest public transport operators. The collaboration designates Shell as the group's exclusive lubricant solutions partner, supported by technical advisory services that help improve vehicle performance, extend maintenance intervals, and enhance fuel efficiency across its fleet. The partnership contributes directly to safer and more dependable transport services relied upon daily by millions of Filipino commuters.

This milestone reflects a broader shift toward solutions-driven engagement with transport and logistics customers nationwide. Through product innovation, technical expertise, and reliable supply, Shell Lubricants Philippines worked closely with fleet operators to improve uptime, optimize maintenance practices, and manage operating costs in a highly competitive environment. The result is not simply product supply, but deeper operational partnerships that help customers run more efficiently while strengthening long-term business relationships.



LUBRICANTS

Circular Innovation from the Philippines Powers Shell APAC's Sustainability Awards Sweep



A homegrown sustainability initiative from the Philippines helped Shell Asia-Pacific secure regional recognition for sustainability innovation and supply chain excellence. At the center of this achievement is the Shell Plasticycle Program, led by Shell Lubricants Philippines in partnership with Pilipinas Shell Foundation, Inc. (PSFI). The program repurposes unused operational plastics into functional products, beginning with school chairs for public schools, demonstrating how circular solutions can create both environmental and social value. In doing so, it shows how locally led innovation can support broader regional sustainability ambitions while delivering practical impact for communities.





Non-Fuels, continued



Raising Industry Standards Through Skills and Service Excellence

Strengthening the people behind mobility remained a key priority throughout the year. Through skills and service excellence programs, Shell Lubricants Philippines helped raise technical capability across automotive and motorcycle service communities while supporting broader workforce development.

The pilot run of SKIL SHOC+ (Sanayan sa Kakayahang Industriyal) provided out-of-school youth with training in Automotive Servicing and hands-on job exposure at Shell Mobility Stations, helping prepare participants for real-world employment opportunities. Industry capability-building also continued through the Shell Mekaniko League, which combined competition with TESDA-certified training to sharpen technical skills and promote higher service standards nationwide.

Support extended to drivers and fleet operators through *Bida ang Biyahe Ko*, which delivered safety training, wellness support, and capability-building initiatives for the light commercial vehicle sector. Meanwhile, the rollout of Shell Helix Flagship Auto Workshops strengthened service standards through enhanced workshop formats anchored on technical expertise, product quality, and customer trust.



Supporting Everyday Urban Mobility Through Innovation

3-3

With two-wheel vehicles playing an increasingly vital role in navigating congested urban centers, mobility solutions tailored to real riding conditions have become essential. In response, SPC introduced Shell Advance City Scooter Oil, developed specifically for automatic scooters operating under frequent stop-and-go traffic and high engine stress typical of city commuting.

The launch was accompanied by rider education efforts promoting proper maintenance practices and addressing common misconceptions around lubricant compatibility. By combining product innovation with practical customer engagement, SPC supports everyday riders and professional commuters while strengthening its presence in one of the country's fastest-growing mobility segments.

FEATURE STORY

Shell Lubricants Philippines Records Fivefold E-Commerce Growth, Sweeps Asia eCommerce Awards

Digital transformation delivered record results as Shell Lubricants Philippines achieved its strongest-ever e-commerce performance, capped by major wins at the Asia eCommerce Awards. Over the past two years, the business posted a 76% CAGR, with November emerging as the highest-performing month in its digital commerce history. Strategic platform partnerships, innovative bundle offers, and customer-centric campaigns drove fivefold growth in volume. Recognition followed performance, with Shell Lubricants Philippines securing Gold awards for Best Emerging eCommerce Brand and Best Green Initiative Campaign, and Silver for Social Commerce.



LUBRICANTS

Shell Plasticycle Program Turns Waste into Classrooms Ahead of Brigada Eskwela

3-3

Earth Day 2025 marked a milestone for Shell Lubricants Philippines as sustainability met education through the Shell Plasticycle Program, an initiative that transforms unused plastic pallets into durable school furniture. In partnership with PSFI, the program upcycled four to six tons of plastic waste into at least 150 armchairs, enough to furnish multiple classrooms in public schools. The pilot rollout aligns with the national Brigada Eskwela program, ensuring students return to safer, better-equipped learning environments. Through converting operational waste into tangible community assets, the initiative advances Shell's commitment to respecting nature while powering lives.





Non-Fuels, continued

FEATURE STORY

Shell Tech Forward Forum Showcases Integrated Solutions for Construction and Manufacturing

3-3

Future-ready solutions took center stage as industry leaders gathered for the 2025 Shell Tech Forward Forum, themed "Solutions for the Future". Conducted in collaboration with other business units, including Lubricants, Fleet Solutions, and Commercial Fuels, the forum brought together decision-makers, innovators, and stakeholders from the Construction and Manufacturing sectors to explore how technology, sustainability, and operational efficiency can work together to drive long-term competitiveness.

Designed as a platform for collaboration and knowledge exchange, the forum showcased an integrated suite of solutions spanning Lubricants, Fleet Solutions, Commercial Fuels, and Shell Energy. Through real-world applications and case-based discussions, participants gained insights into how these offerings can help businesses optimize performance, reduce environmental impact, and adapt to evolving industry demands. Beyond product and technology demonstrations, the forum fostered open dialogue between private and public sector leaders, creating space to discuss shared challenges and opportunities. Conversations focused on practical pathways to improve efficiency, strengthen resilience, and advance sustainability across value chains.



Bitumen

The Bitumen business delivered a strong recovery, successfully offsetting election-related government spending slowdowns in the first quarter through disciplined pricing and cost control. By the third quarter, these efforts translated into meaningful growth in operating profit and core earnings. Full-year volumes grew 5%, supported by effective account management, reliable supply execution, and a focused approach to higher-value opportunities.

Profitability remained resilient throughout the year, underpinned by technical expertise, a dependable supply chain, and long-standing customer partnerships across highways, airports, and major infrastructure projects. The business also retained market leadership with a 26% share, closing the year on stronger footing and reinforcing its role as a key contributor to Shell Pilipinas' non-fuels portfolio.



Turning Transition into Growth

Amid a challenging market environment, Shell Bitumen Philippines reinforced its leadership position by delivering growth in both volume and profitability, even as the business navigated significant structural shifts in regional supply following refinery divestments. The successful pivot toward a more agile Trading & Supply model enabled the organization to manage the transition smoothly while sustaining uninterrupted service to customers and partners across the country.

This resilience was anchored in the reliability of strategic supply hubs in Tabangao, Batangas and Villanueva, Misamis Oriental which helped ensure steady delivery to infrastructure projects nationwide. A disciplined commercial focus on higher-value opportunities, combined with continued advocacy of Bitumen FreshAir solutions, allowed the business to navigate market volatility while securing premium positioning. Most importantly, strong customer partnerships and proactive account management reinforced trust across the market. What began as a year of transition became a demonstration of operational strength, commercial discipline, and sustained industry leadership.



Supply and Distribution

3-3

Trading & Supply remained a key driver of operational efficiency and earnings quality. Through disciplined inventory management, SPC reduced exposure to price volatility, tightened working capital, and maintained optimal inventory levels. Distribution costs were lowered, and consistent product availability was ensured across the supply chain. Stronger integration with Fuels, Lubricants, and Bitumen improved demand planning and import economics, supporting the business recovery seen in the fourth quarter.

The Davao Import Facility was the year's major milestone. Since its inauguration, it has delivered tangible benefits, including lower logistics costs, enhanced supply flexibility, and improved service levels for B2C and B2B customers in South Mindanao, strengthening Shell Pilipinas' competitiveness and market position. Together, these actions reinforced a more capital-efficient supply chain and underpinned consistent delivery across the enterprise.



FEATURE STORY

New Davao Import Facility Strengthens Shell Pilipinas' Supply Position in South Mindanao

Supply reliability in South Mindanao advanced with the inauguration of the Davao Import Facility (DIF), SPC's fourth Medium Range (MR)-capable import terminal in the country. The facility enhances the Company's ability to meet growing regional demand by strengthening supply security and improving distribution efficiency across Mindanao. The commissioning of DIF forms part of SPC's broader investment program to reinforce its import-led supply network, sustain operations at the Tabangao Import Facility, and support continued growth across the business. As a strategic addition to the network, DIF helps position Shell Pilipinas to serve customers in the south more efficiently while strengthening nationwide supply resilience.



Bayanihan in Action: Collaboration Powering South Mindanao Growth

Collaboration across Trading & Supply, Commercial Fuels, and Mobility was recognized through the Bayanihan Award for Collaboration, highlighting how integrated execution is helping unlock growth opportunities in South Mindanao. The operationalization of DIF marks a significant milestone in strengthening supply reliability and rebuilding volumes in the region following the pandemic, which had seen average monthly volumes decline in recent years. Beginning in late 2023, teams worked closely to align supply readiness, commercial strategies, and customer engagement programs in preparation for the facility's launch. Beyond construction and operational readiness, the effort required coordinated action to stabilize demand, regain market momentum, and position DIF as a long-term enabler of regional growth.

The result is a stronger example of how collaboration across functions can translate strategic investments into operational delivery, customer impact, and more sustainable growth.





SUSTAINABILITY IMPACT

Shell Pilipinas advances sustainability through practical action grounded in energy security, affordability, and reliability. Across our business, responsible operations, lower-carbon solutions, and community partnerships continue to strengthen resilience and create lasting impact.

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Shell Celebrates Sustainability Week

Sustainability Week demonstrated how collaboration and shared responsibility can translate sustainability into tangible, community-driven impact. Bringing together employees, partners, students, and community groups, the week reinforced that sustainability becomes most effective when it is inclusive, creative, and grounded in collective action.



Likas-Kaya: A Shared Sustainability Perspective

Running alongside these initiatives was *Likas-Kaya*, Shell Pilipinas' sustainability platform rooted in the Filipino understanding of sustainability as both natural (*likas*) and enduring (*kaya*). Rather than focusing solely on scale, *Likas-Kaya* emphasizes building deeper impact through collaboration, awareness, and shared solutions in energy, circularity, and community development.

Balik-Likha: Circularity in Action

A central highlight of the week was *Balik-Likha*, a platform combining a clothing waste drive with a smart design competition and exhibit, showing how textile waste can be transformed into new economic and social opportunities.

Key highlights included:

- Launch of the Quezon City Textile Circularity Hub in Payatas, the country's first textile circularity facility, developed with the Quezon City LGU, ANTHILL, Pilipinas Shell Foundation, Inc., and Maybank Foundation. The hub enables communities to divert textile waste from landfills while creating livelihood opportunities through upcycling.

- Collection and upcycling of over seven tons of used clothing, in partnership with community organizations such as Malitam Women of Hope and Project Pearls.
- Engagement of students and designers to reimagine waste materials into functional and expressive creations, demonstrating how sustainability, innovation, and enterprise can intersect.
- Finalists' immersion activities, including visits to Shell mobility sites to observe sustainability features such as solar panels, eco-walls, and EV charging stations, alongside hands-on workshops with ANTHILL's Art of Yarn, where discarded garments were converted into reusable yarn and woven into new fabrics.
- International recognition through a Gold Stevie® Award, affirming *Balik-Likha* as a leading circularity initiative that promotes sustainable design while empowering communities.

More than an exhibit, *Balik-Likha* became a platform for dialogue and learning, illustrating that sustainability can be practical, creative, and opportunity-driven.





Foundations of Sustainable Impact

Creating lasting positive impact requires clear principles, responsible conduct, and alignment with global priorities. Shell Pilipinas' approach to sustainability is grounded in respect of human rights, ethical business practices, and long-term value creation. These principles guide how it operates, partners, and contributes to society while navigating a rapidly evolving energy landscape.

Human rights are respected and upheld in line with the UN Universal Declaration of Human Rights and the International Labor Organization Declaration on Fundamental Principles and Rights at Work. As a founding member of the UN Global Compact Network Philippines, the Company commits to voluntary standards that promote responsible business conduct, environmental stewardship, and integrity across its operations and value chain. Beyond compliance, SPC recognizes its role in supporting broader societal and environmental goals to strengthen its impact in ways that are inclusive, resilient, and sustainable over the long term.

Approach to Sustainability

2-22

Shell Pilipinas' strategy is firmly aligned with Shell's overarching direction to deliver more value with fewer emissions. The Company operates under a clear set of financial and environmental ambitions, integrating earnings growth, disciplined capital allocation, structural efficiency, and measurable progress toward its net-zero target by 2050. This integrated approach ensures that financial resilience and environmental responsibility are advanced together, rather than in isolation.

The Company approaches the energy transition through a practical lens, grounded in the realities of the Philippine market and guided by the principles of energy security, affordability, and decarbonization.

- As an **Energy User**
Lower emissions intensity and improve efficiency within facilities and logistics operations.
- As an **Energy Provider**
Deliver reliable, performance-driven fuels and solutions that improve customer efficiency and reduce energy waste.
- As a **Partner in the Energy Transition**
Engage with regulators, customers, and industry groups to support practical, scalable pathways aligned with energy security and affordability.

Anchored in Shell plc's commitment, Shell Pilipinas has adopted these same commitments, which are underpinned by four measurable ambitions that define the company's near-term trajectory toward net zero:

- ✓ Halve Scope 1 and 2 emissions under operational control by 2030, on a net basis¹
- ✓ Achieve near-zero methane emission intensity by 2030²
- ✓ Reduce the net carbon intensity (NCI) of the products we sell by 15-20% by 2030¹
- ✓ Ambition to reduce customer emissions from the use of our oil products by 15-20% by 2030³

¹ 2016 reference year

² On an intensity basis

³ Compared with 2021





Foundations of Sustainable Impact, continued

Sustainability-related Risks and Opportunities

IFRS S1-30(a), IFRS S1-30(b), IFRS S1-30(c), IFRS S1-33(a), IFRS S1-44(a), IFRS S1-44(b), IFRS S1-44(c), IFRS S1-46(a), IFRS S1-46(b)

Shell Pilipinas systematically identifies, assesses, and manages risks across multiple dimensions and time horizons, embedding risk considerations into strategic planning, capital allocation, and day-to-day operations. While these risks may present challenges, they also create opportunities to enhance efficiency, strengthen resilience, accelerate the energy transition, and deliver greater value to customers.

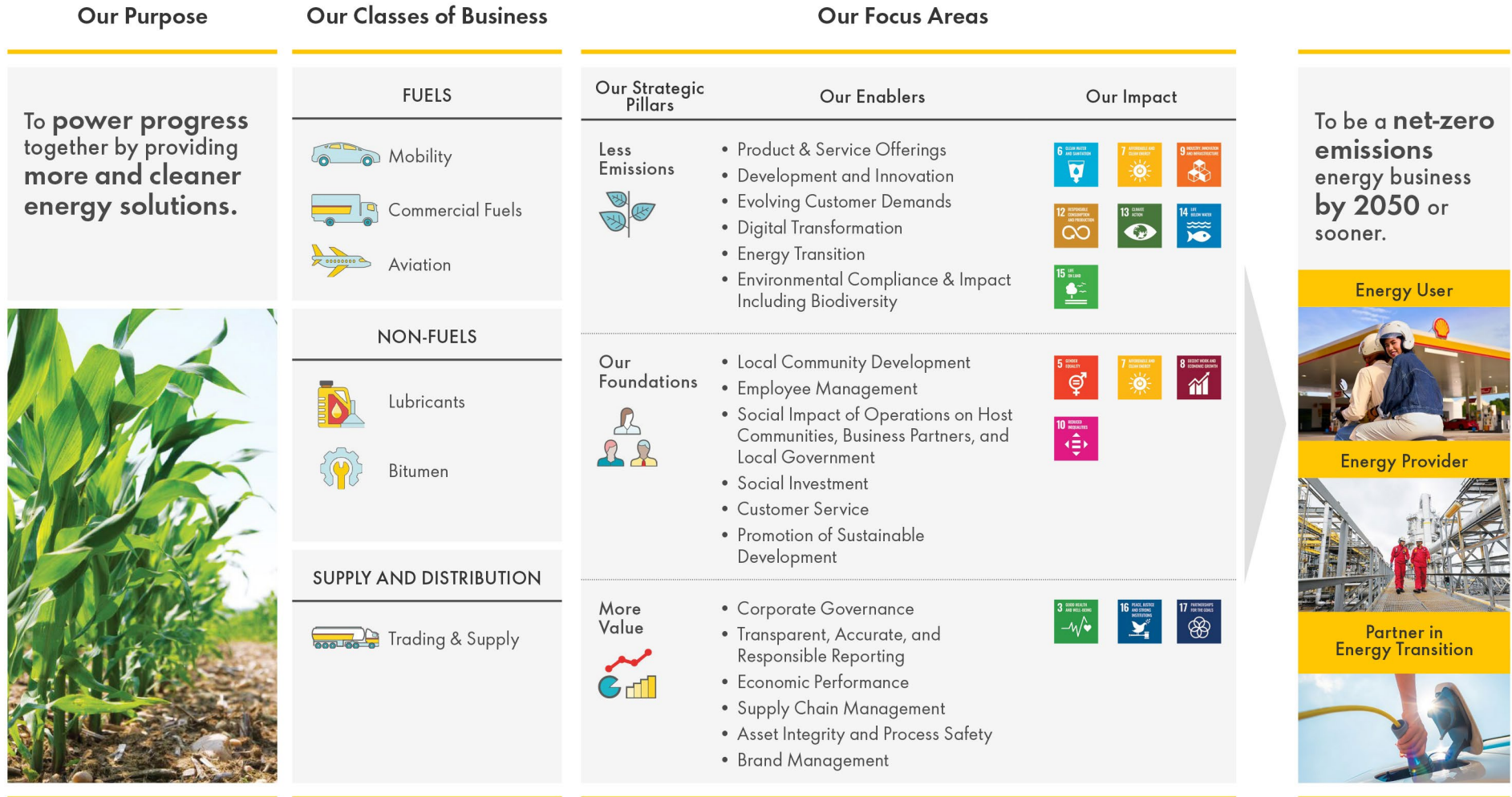
SPC views risk management as an enabler of long-term value creation. Through proactively addressing climate, market, and operational risks, improving execution discipline, and aligning its portfolio with evolving energy and mobility trends, the Company is reinforcing cash resilience, enhancing returns, and positioning itself for sustainable growth.

Risk Category	Key Risk/Opportunity	Time Horizon	Potential Impact	Response/Management
Strategic	Failure to execute strategy amid market volatility	●	Reduced competitiveness and value creation	Clear strategic framework (Defend, Grow, Deliver); disciplined execution monitored by the Board
	Misalignment with long-term energy transition trends	●	Portfolio obsolescence and stranded assets	Scenario-based planning; selective investments in EV charging, LNG, and lower-carbon solutions
Climate - Physical	Typhoons, floods, extreme weather events	●	Asset damage, supply disruption, higher recovery costs	Area-based business continuity plans; resilient asset design and logistics planning
Climate - Transition	Shift in customer demand toward low-carbon mobility	●	Declining demand for traditional fuels	Portfolio diversification; Shell Recharge deployment; low-carbon product development
	Carbon pricing and emissions regulation	●	Higher operating and compliance costs	Decarbonization roadmap; renewable energy sourcing; active policy engagement
Environmental	Energy consumption and operational emissions	●	Higher GHG footprint and cost exposure	Solar installations; renewable energy partnerships; energy efficiency programs
	Waste and environmental impact	●	Reputational and regulatory risks	Circularity initiatives; waste reduction and environmental management systems
Operational & Supply Chain	Fuel supply disruptions	●	Market shortages and economic impact	Diversified supply sources; robust trading & supply capabilities
	Infrastructure failure or asset integrity issues	●	Accidents, downtime, and supply disruption	Risk-based maintenance and regular integrity inspections
	Product quality failures	●	Safety incidents and loss of customer trust	End-to-end quality assurance and DOE-compliant testing
Market & Financial	Oil price volatility	●	Inventory holding gains or losses	Price risk management across the supply value chain
	Foreign exchange volatility	●	Margin pressure and cash flow impact	Import planning and financial risk management
	Declining long-term fuel demand	●	Structural revenue pressure	Growth in non-fuel retail and alternative mobility solutions
Regulatory & Compliance	Non-compliance with permits or standards	●	Fines, shutdowns, reputational damage	Strong compliance systems and government relations engagement
	Fuel taxes and pricing regulation	●	Reduced affordability and competitiveness	Continuous dialogue with regulators and policymakers
Technology & Cybersecurity	Cybersecurity breaches and data loss	●	Operational disruption and reputational harm	Information governance framework; cybersecurity controls and training
	Rapid digital disruption	●	Loss of efficiency or relevance	Digitalization of operations, pricing, loyalty, and customer engagement
People, Health & Safety	Workforce safety incidents	●	Injury, operational disruption, reputational risk	Strong HSSE systems, hazard mitigation, and leadership accountability
	Talent retention and capability gaps	●	Reduced execution capability	Learning, development, and performance culture initiatives
Customer & Reputation	Customer safety incidents at retail sites	●	Loss of trust and regulatory action	HSSE protocols, training, and clear safety communication
	Loss of social license to operate	●	Community opposition and project delays	Community engagement, PSFI programs, and transparent communication



Foundations of Sustainable Impact, continued

Sustainability Framework



Additionally, Shell Pilipinas indirectly contributes to SDGs 1, 2, 3, 4, 7, 11, and 13 through the various program of Pilipinas Shell Foundation, Inc. (PSFI).



Foundations of Sustainable Impact, continued

Supporting the UN Sustainable Development Goals

2-22, 2-28, 3-3

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, established 17 Sustainable Development Goals (SDGs) to address pressing global challenges, including poverty reduction, improved health and education, sustainable cities, and climate action. The Company supports advancing the SDGs and the objectives of the Paris Agreement on climate change, to which the Philippine government is a signatory. In alignment with the Powering Progress strategy and through our operations, products, partnerships, and community initiatives, the Company believes we directly contribute to 13 of the 17 SDGs and indirectly support others across its value chain.

These contributions are reinforced by commitments to uphold human rights, reduce environmental impact, support inclusive growth, and pursue the ambition to become a net-zero emissions energy business by 2050 or sooner.



Materiality

3-1, 3-2

Shell Pilipinas conducted a materiality assessment refresher survey to validate the continued relevance of its priority sustainability topics and ensure alignment with the evolving business environment, stakeholder expectations, and regulatory landscape. The refresher was built on previous assessments and reflected changes in strategic priorities, risk profiles, and sustainability developments at both the local and global levels. The 2025 materiality refresher followed a structured and iterative process:



Based on the 2025 materiality assessment refresher, the Company identified and prioritized sustainability topics with the greatest potential impact on long-term value creation and highest relevance to key stakeholders. These material topics are organized under the Powering Progress framework and guide the Company's strategic focus, risk management, performance monitoring, and disclosures throughout this Integrated Report.

Less Emissions	Our Foundations	More Value
<ul style="list-style-type: none"> • Product and Service Offerings • Development and Innovation • Evolving Customer Demands • Digital Transformation • Energy Transition • Environmental Compliance & Impact Including Biodiversity 	<ul style="list-style-type: none"> • Local Community Development • Employee Management • Social Impact of Operations on Host Communities, Business Partners, and Local Government • Social Investment • Customer Service • Promotion of Sustainable Development 	<ul style="list-style-type: none"> • Corporate Governance • Transparent, Accurate, and Responsible Reporting Economic Performance • Supply Chain Management • Asset Integrity and Process Safety • Brand Management









Foundations of Sustainable Impact, continued

Stakeholder Engagement and Insights

2-26, 2-29, 3-3, 207-3, EM-EP-210a.0

Shell Pilipinas places strong emphasis on stakeholder engagement as a critical input for understanding its stakeholders' priorities, expectations, and concerns. For this reporting cycle, insights gathered across various business units were consolidated, evaluated, and presented to the Corporate Disclosure Committee for review to ensure balanced, informed decision-making.

Oversight of the materiality assessment process is provided by the Corporate Disclosure Committee, composed of the Vice President for Finance, the Vice President for Corporate Relations, and the Managing Counsel and Chief Compliance Officer. The Committee identifies and validates priority topics based on stakeholder inputs, global energy developments, strategic direction, and sustainability performance.

Stakeholder Group	Our Responsibilities	Key Stakeholder Concerns	Engagement Channels	Company Response
 Customers	Deliver products and services that meet customer expectations on quality, safety, pricing, and compliance with local and international standards.	Financial resilience, cash flow pressures, payment terms, safety at mobility sites, and reliability of supply.	Customer feedback platforms (e.g., Voice of the Customer and other surveys), tenders, site visits, market research, and a 24/7 customer service center.	Flexible and considerate payment arrangements, expanded digital payment options, customer engagement and training support, regular safety audits, and partnerships with the Philippine National Police to enhance site safety.
 Business Partners	Build long-term, mutually beneficial partnerships grounded in shared values and adherence to the Shell Pilipinas General Business Principles or equivalent standards.	Road safety, operational efficiency, supplier quality, and creditors' rights.	Supplier assessments and feedback, regular business reviews, operational reporting, and day-to-day coordination.	Implementation of road safety programs, HSSE initiatives, and capability-building activities, including defensive driving and social impact management training.
 Employees	Provide a safe, inclusive, and supportive workplace with competitive terms, opportunities for development, and respect for human rights.	Job security, financial wellness, mental health, physical safety, productivity, and career development opportunities.	Annual Shell People Survey, feedback from Territory and District Managers and Retail Service Champions, Townhalls, Safety Day activities, and direct engagements with the Country Chair.	Compliance with the Worker Welfare Guide, rollout of tailored care and wellness programs, flexible work arrangements, ergonomic support, financial assistance, emergency loans, and continuous learning and development initiatives.
 Society	Contribute to local development and collaborate with communities to promote health, safety, security, and environmental protection.	Employment opportunities, health and environmental impacts, disaster preparedness, food security, income stability, and road safety.	Community dialogue and Townhalls (<i>Ugnayan sa Barangay</i>), community feedback mechanisms, bulletins, development programs, and ongoing coordination with local and national government and media.	Livelihood and enterprise programs (Shell LiveWIRE), skills training and job referral initiatives (SKIL and Job Link), health and safety programs, scholarships, youth and education initiatives, disaster preparedness and response programs, road safety campaigns, and environmental conservation efforts.
 Government/Regulatory Bodies	Partner in nation-building through full compliance with applicable laws, regulations, and international standards.	Regulatory compliance, health, safety, security, environmental protection, and timely tax payments.	Email correspondence, face-to-face and virtual meetings, participation in government consultations, conferences, and inter-agency engagements.	Strict compliance with legal and regulatory requirements, proactive dialogue on regulatory changes, and active participation in government-led initiatives and forums.
 Shareholders	Safeguard shareholder interests and deliver sustainable, long-term returns.	Business continuity, sustainability performance, innovation, growth opportunities, and dividend policy.	Investors' conferences, quarterly analyst and investor briefings, Annual Stockholders' Meetings, and one-on-one engagements.	Execution of strategic initiatives through Strategy Day cascades, sustainability programs, robust business continuity planning, and strengthened enterprise resource planning to support long-term value creation.



Climate Strategy and Environmental Management

Climate strategy and environmental management are integral to how Shell Pilipinas manages risk, drives resilience, and creates long-term value. Through disciplined decarbonization efforts, nature stewardship, and operational efficiency, the Company aligns environmental action with business performance and the energy transition.

Climate Action and Biodiversity Protection

3-3, 101-2, 102-1, 102-2, 102-4

Shell Pilipinas' climate commitments are anchored on Shell plc's net-zero by 2050 ambition, aligned with the Paris Agreement's 1.5°C target, and translated into practical actions across the Company's operations and value chain.

Operational Emissions

Scope 1 and Scope 2 GHG emissions are monitored annually against globally aligned protocols. As of 2025, the Company has achieved an estimated ~90% reduction in Scope 1 and Scope 2 emissions, ahead of interim decarbonization trajectories, supported by increased renewable energy utilization through a partnership with Shell Energy.

Customer Decarbonization

The Company engages B2B customers through low-carbon fuels, fleet solutions, and decarbonization partnerships across Commercial Fuels, Bitumen, and Fleet businesses.

Biodiversity and Stakeholder Engagement

Biodiversity protection is embedded through circular economy initiatives and robust environmental standards applied throughout the asset lifecycle. Active engagement with the UN Global Compact Network Philippines, Makati Business Club, Plastic Credit Exchange, and the Philippine Stock Exchange further reinforces the Company's environmental commitments.

Climate-related Risks and Opportunities

3-3, 201-2, EM-RM-530a.1, EM-EP-530a.1

Governance

IFRS S2-6(a), IFRS S2-6(b)

Oversight of climate-related risks and opportunities is embedded within Shell Pilipinas' corporate governance structure. The Board of Directors, through the Board Audit and Risk Oversight Committee (BARC), ensures that climate risks are incorporated into the Company's integrated risk management framework. Complementing this, the Sustainability Committee evaluates sustainability-related risks and opportunities (both internal and external) and provides regular updates and recommendations to the Board. The Committee also reviews and endorses the Annual and Sustainability Report prior to publication.

Strategy

IFRS S2-9(a), IFRS S2-9(b), IFRS S2-9(c)

Climate-related risks and opportunities are considered within strategic planning and financial decision-making processes. In response to the Philippines' transition toward a lower-carbon economy, Shell Pilipinas has prioritized initiatives that expand low-carbon offerings, improve energy efficiency, and reduce operational emissions. These priorities are aligned with Shell plc's broader strategy, as disclosed in its Sustainability Report, and are further detailed in Shell Pilipinas' regulatory sustainability disclosures in compliance with SEC requirements.

Risk Management

IFRS S2-25(a), IFRS S2-25(b), IFRS S2-25(c)

Climate-related risks, including physical impacts, transition considerations, and evolving regulatory requirements, are embedded within the Company's Enterprise Risk Management (ERM) framework to ensure these factors are systematically assessed and managed alongside broader business risks. Oversight of the ERM process is led by the Chief Risk Officer, with clear accountabilities assigned across management to support risk identification, mitigation, and continuous monitoring. Independent assurance from Internal Audit, External Audit, and the Corporate Assurance and Audit Department (CAAD) provides additional scrutiny over the effectiveness of controls and risk management practices. The President and CEO, together with the Corporate Audit and Assurance Manager, formally attest to the adequacy of internal controls, with results reviewed by the Board Audit and Risk Oversight Committee (BARC). The table summarizes the Company's key climate-related risks and opportunities.

Metrics and Targets

IFRS S2-33(a), IFRS S2-33(b), IFRS S2-33(d), IFRS S2-33(e), IFRS S2-36(a), IFRS S2-36(b)

Progress is tracked using clearly defined metrics and targets aligned with Shell Group ambitions. Shell Pilipinas supports the Group's target to reduce Scope 1 and 2 emissions by 50% by 2030 and achieve net zero by 2050, with performance regularly reviewed by the Board and Management. Historical Scope 1 and 2 emissions are disclosed in this report. Targets are periodically reviewed and refined to reflect emerging risks, opportunities, and regulatory developments.



Climate Strategy and Environmental Management, continued

Climate-related Risks and Opportunities

IFRS S2-10(a), IFRS S2-10(b), IFRS S2-10(c), IFRS S2-10(d)

POTENTIAL IMPACT



Personnel Safety






















Supply Chain Disruption



Asset Damage



Environmental Risk

Risks/Opportunities	Description	Direct & Indirect Impacts	Time Frame	Potential Impact	Likelihood	Magnitude of Impact
Typhoon 	The impact may affect multiple areas over the course of 72 hours.	All facilities i.e. Storage and Handling Facilities, Mobility Sites, Office Sites	Short-term	   	High	Medium
Storm Surges 	The impact affects only a specific area.	Facilities along the coastal areas i.e. Storage and Handling Facilities, Mobility Sites	Medium-term	   	Medium	Medium
Volcanic Eruption 	The impact affects only a specific area.	Facilities near areas with volcanic activities i.e. Storage and Handling Facilities, Mobility Sites	Short-term	  	Medium	Low
Drought 	The impact may affect multiple areas over the course of 72 hours.	All facilities i.e. Storage and Handling Facilities, Mobility Sites, Office Sites	Short-term		Low	Low
Tsunami 	The impact affects only a specific area.	Facilities along the coastal areas i.e. Storage and Handling Facilities, Mobility Sites	Medium-term	   	Low	Medium
Tornado 	The impact affects only a specific area.	All facilities i.e. Storage and Handling Facilities, Mobility Sites, Office Sites	Medium-term	   	Low	Low
Subsidence and Landslides 	The impact affects only a specific area.	Storage and Handling Facilities, Mobility Sites	Medium-term	   	Low	Low
Earthquake 	The impact may affect multiple areas over the course of 72 hours.	All facilities i.e. Storage and Handling Facilities, Mobility Sites, Office Sites	Long-term	   	Medium	High



Climate Strategy and Environmental Management, continued

Disaster Management

Operational readiness for natural disasters is embedded in Shell Pilipinas' safety and business continuity practices. Site-specific emergency response plans, supported by regular drills and simulations, enable swift action during events such as typhoons, flooding, and other climate-related disruptions. These plans are integrated with the Company's Business Continuity framework to safeguard people, protect critical assets, and maintain fuel supply reliability. Post-incident reviews and continuous improvement measures ensure that lessons learned are incorporated into future preparedness and response activities.

Climate Adaptation and Mitigation

Climate adaptation and mitigation efforts focus on strengthening resilience while reducing exposure to long-term climate risks. Infrastructure and operational controls are designed to withstand extreme weather events, informed by risk assessments and scenario analysis. In parallel, mitigation actions prioritize reducing operational emissions, improving energy efficiency, and expanding the use of renewable energy across facilities.

Oil Spill Prevention and Mitigation

306-3

Preventing and responding effectively to oil spills remain a core component of Shell Pilipinas' environmental risk management. Facilities are designed, operated, and maintained to robust safety standards, supported by appropriate containment systems, including bund walls and secondary safeguards. Each terminal maintains a site-specific oil spill contingency plan that identifies environmentally sensitive areas and outlines clear response procedures for various spill scenarios involving vessels and product transfers. Preparedness is reinforced through regular training, drills, and crisis simulations, with dedicated spill response equipment positioned at each facility.

Beyond site-level capabilities, SPC, as a member of the Philippine Institute of Petroleum (PIP), partners with Malayan Towage under the WISE (Waterborne Industry Spill Equipment) initiative to strengthen national oil spill response capacity.

Energy Efficiency and Emissions Management

3-3, 102-4, 103-1, 103-5, EM-RM-110a.2, EM-EP-110a.3

Shell Pilipinas continued to advance its energy efficiency and emissions management initiatives, including energy-efficient technologies continued to be prioritized, with expanded use of LED lighting, deployment of higher-efficiency equipment, and enhanced energy-monitoring systems across key facilities. Efforts focused on improving energy performance across terminals, mobility sites, and corporate offices through a combination of operational optimization, technology upgrades, and increased integration of renewable energy. These include solar installations at select terminals and mobility sites reduced reliance on grid-based electricity, while process improvements targeted high-energy-consuming areas, such as product pumps, gantry operations, and office facilities.

Greenhouse gas emissions are monitored and reported under the HSSE & Social Performance Control Framework, providing a robust inventory of Scope 1 and Scope 2 emissions. While emissions from terminal operations continued to decline due to efficiency gains, mobility-related emissions rose as operational demand increased. Despite these dynamics, Shell Pilipinas contributes to the Shell Group's commitment of achieving a 50% reduction in Scope 1 and 2 emissions by 2030 on a net basis, supported by renewable energy adoption, continuous efficiency improvements, and participation in carbon management initiatives.

Energy Consumption

2-4, 103-2, 103-4, 103-5

Energy Consumption (in GJ)	2023	2024	2025
Own Energy Generated (Natural Gas & Refinery Diesel Fuel Gas)	7,112.4	3,912.3	3,220.7
Electricity Imported (Non-renewable) ¹	112,468.2	128,819.7	154,464.4
Electricity Imported (Renewable)	41,633.0	36,075.7	54,099.0
Electricity Exported	-	-	-
Energy Used ¹	161,213.6	168,807.7	211,784.1
Energy Intensity (GJ/tonne)	0.5	0.5	0.1

¹ Restated previous years due to the reclassification of electricity and energy used data

GHG Emissions/Disclosures

102-5, 102-6, 102-8, EM-RM-110a.1, EM-EP-110a.1, IFRS S2-29(a)

Terminal Operations

GHG Emission (in tCO ₂ e)	2023	2024	2025
Gross Direct (Scope 1)	837.1	605.7	506.2
Gross Indirect (Scope 2)	1,700.2	1,653.8	1,437.6
Emissions Intensity (kgCO ₂ e/tonnes)	0.09	0.08	0.05

Mobility Operations

GHG Emission (in tCO ₂ e)	2023	2024	2025
Gross Indirect (Scope 2)(tCO ₂ e)	20,113.0	23,102.0	28,244.3
Total Energy Use (MWh) ¹	29,100.0	33,600.0	40,349.0
Overall Average Emission Intensity (kgCO ₂ e)(kWh) ²	0.7	0.7	0.7

¹ Grid only energy use for all utilities in a Company-owned site

² Emission per energy used in a Company-owned site



Climate Strategy and Environmental Management, continued

Driving Decarbonization Across Operations

3-3

Progress toward the energy transition begins within the Company's own operations. Shell Pilipinas advances decarbonization through sustained investments, operational efficiencies, and the integration of lower-carbon solutions across its facilities. These actions form part of a longer-term pathway toward becoming a net-zero energy business, while delivering immediate reductions in energy use, emissions, and environmental footprint.

Resource-Efficient Facilities and Circular Practices

Import facilities and terminals have fully transitioned to 100% LED lighting, significantly improving energy efficiency. Resource circularity initiatives have also been embedded into daily operations, including the Plasticycle activity at SHIFT, replacing conventional hand soaps with Suds Sustainable Pods to reduce plastic waste. Organic waste, such as dried leaves and food scraps, is repurposed into natural fertilizer for on-site gardens, with harvested produce shared with employees and contractors. Composting practices have been scaled up, diverting nearly 500 bags of dry leaves from disposal. Energy demand has further been reduced by optimizing air-conditioning usage from continuous operation to 12 hours per workday, resulting in substantial electricity savings and emissions reductions equivalent to planting over 4,900 trees annually.

Lower-Carbon Mobility Network

Decarbonization efforts within the mobility business continued to expand. LED lighting has now been installed across all 537 mobility sites, while solar panels have been deployed at 174 locations, increasing the use of renewable energy across the network. Sustainability features have also been integrated into site design, including the use of ecobricks at 114 sites and the installation of bicycle racks made from 3,000 kilograms of upcycled plastic. In addition, green walls have been introduced at 118 locations to enhance site environments and support biodiversity, and eco-friendly, non-toxic paints have been applied to ensure environmental considerations are reflected in both infrastructure and aesthetics.

Expanding Renewable Energy Across Terminals

Renewable energy adoption remains a key lever in reducing operational emissions. Around 5,200 solar panels have been installed at SHIFT, with an additional 300 panels installed at bitumen sites. Several strategic locations, including SLEX Mamplasan, now operate fully on renewable power. These initiatives collectively reduce reliance on conventional energy sources and reinforce Shell Pilipinas' commitment to advancing lower-carbon operations across its value chain.



FEATURE STORY

Lighting the Way: Solar Hope Expands Access to Reliable Energy in Off-Grid Communities

In a remote community in Tanay, Rizal, where electricity is not expected to reach households until at least 2034, families are now experiencing safer and brighter evenings through the Solar Hope initiative. Supported by Shell Business Operations (SBO) Manila's GoGreen Challenge and implemented in partnership with Solar Hope and Pilipinas Shell Foundation, Inc. (PSFI), the project provided solar home systems to 30 households in 2024 and expanded to 70 additional households in 2025, bringing total support in Tanay to 100 families.

The initiative replaces unsafe and costly lighting alternatives with more reliable renewable energy solutions, helping improve everyday life in underserved communities. It also reflects how collaborative action can expand energy access in practical ways while creating meaningful social impact.





Climate Strategy and Environmental Management, continued



Sustainable Water Use and Management

3-3, 303-1, 303-2

Responsible water management remains a core component of Shell Pilipinas’ environmental approach, reflecting the critical role of water in sustaining communities, ecosystems, and operations. Continued efforts focused on reducing freshwater use, strengthening reuse and recycling practices, and ensuring compliance with regulatory and internal environmental standards, particularly in areas exposed to higher water stress.

Across terminals and facilities, operational water use is actively managed through a combination of preventive controls and treatment systems. Rainwater collected through site drainage networks is filtered on-site using oil–water separators to ensure that any oil-contaminated runoff is treated before discharge, minimizing potential environmental impact. Operational effluents are routinely monitored and sampled in line with the HSSE & Social Performance Control Framework, with testing conducted by DENR-accredited third-party laboratories. Compliance is maintained with applicable regulations, including DENR Administrative Orders (DAO 34 and 35, DAO 2016-08), the Clean Water Act, and relevant global standards. To further reduce dependence on freshwater sources, initiatives at key facilities (e.g., SHIFT) continue to contribute to the Company’s global target of a 15% reduction in freshwater use. For sites located in high water-stress areas, facility-specific water management plans remain in place to mitigate risks and promote long-term water resilience.

Water Withdrawal (in ML)

303-3, 303-5, EM-RM-140a.1, EM-EP-140a.1

Water Withdrawal (in ML)	2023	2024	2025
Groundwater	1,238.5	1,073.1	1,246.5
Seawater ¹	-	-	-
Third-Party Water	26.1	6.5 ²	8.0
Total	1,264.6	1,079.6	1,254.5

¹ Seawater data is not being monitored.

² The decrease is due to lower project activities for 2024 compared to 2023.



FEATURE STORY

Project P.A.S.A.: Giving Office Furniture a Second Life

Project P.A.S.A. brings circularity into everyday operations by changing how office furniture is managed, with greater emphasis on reuse, repair, and repurposing instead of landfill disposal. Implemented in partnership with Pilipinas Shell Foundation, Inc. (PSFI), the initiative helps extend the useful life of office assets by redirecting them to communities, organizations, and other Shell locations where they can continue to create value.

Through donation, transfer, repair, and creative repurposing, materials are kept in circulation for as long as possible, reducing waste while supporting more responsible resource use. The initiative shows how practical actions at the operational level can contribute to broader sustainability goals in simple but meaningful ways.





Climate Strategy and Environmental Management, continued



Waste Reduction and Circular Economy Practices

3-3, 306-1, 306-2

SPC likewise takes pride in advancing resource circularity by reducing waste generation and extending the useful life of materials across operations. The Company's approach focuses on minimizing reliance on finite resources while lowering environmental impacts through reuse, recycling, and upcycling initiatives spanning plastics, furniture, and textiles through projects such as *Balik-Likha* and Shell Plasticycle. These efforts are underpinned by robust solid and hazardous waste management systems designed to ensure safe handling, regulatory compliance, and responsible end-of-life treatment.

Operationally, non-hazardous waste largely comprises paper generated from routine loading and administrative activities, while hazardous waste arises primarily from oil-water separators and additive containers. To curb waste at source, digitization initiatives continued to streamline processes and reduce paper consumption. A circular economy approach is applied through partnerships with accredited service providers, such as Plastic Credit Exchange, to recycle and upcycle waste materials into alternative products, diverting waste from disposal and supporting broader environmental objectives. Together, these measures strengthen waste stewardship, enhance compliance, and reinforce Shell Pilipinas' commitment to circular, resource-efficient operations.

Solid and Hazardous Waste Management (in tonnes)¹

306-3, 306-4, 306-5, 2-4, EM-RM-150a.1

Non-Hazardous	2023	2024	2025
Landfill Biodegradable/Domestic Waste	628.9	702.9	300.8
Recycling Recyclable/Residual/Scrap Metal	710.6	1,414.8	555.0
Hazardous	2023	2024	2025
Treatment Hazardous wastes are directed to accredited third-party services provider (Ecotech)	534.0	385.4	618.2

¹ Restated due to reclassification of scope



FEATURE STORY

Sustainability in Motion: Turning Plastic Waste into Purposeful Mobility

Shell Pilipinas advanced its circular economy efforts through the Sustainability Bike Racks initiative, transforming around 3,000 kilograms of recovered plastic waste into 110 bike racks across Metro Manila and Southern Luzon. Aligned with the country's Extended Producer Responsibility (EPR) requirements, the initiative demonstrates how plastic waste can be repurposed into functional infrastructure that supports more sustainable mobility.

Enabled through the purchase of plastic credits sourced from PCX Markets, the program supported waste collection and processing by local partners, including EFT Philippines. Unveiled during Shell's Sustainability Week in October 2024, the first 55 bike racks were installed at Shell Mobility sites in early 2025. The remaining units are set for deployment by 2026, highlighting how collaboration and circular design can deliver environmental and social value at scale.





People and Social Performance

SPC focuses on protecting human rights, supporting employee well-being, and building strong relationships with communities and partners, ensuring that our operations contribute positively to society and create shared, enduring impact.

Fostering an Inclusive and Resilient Workforce

3-3, 2-7, 2-8

Creating a workplace where people feel respected, supported, and able to contribute fully remains central to Shell Pilipinas' people strategy. The Company strengthened its focus on diversity, equity, and inclusion (DE&I) as a core enabler of performance, resilience, and long-term capability.

To support data-driven progress, Shell Pilipinas continued to deploy the Powering Lives DE&I Employee Dashboard, enabling leaders to track representation trends and progress against established goals. The voluntary Self-ID program, now embedded across Shell's global workforce, remained a key input to policy development and workplace design. In the Philippines, Self-ID data continued to inform targeted initiatives, reflecting a workforce that includes persons with disabilities, diverse gender identities, and members of the LGBTQIA+ community, emphasizing the importance of inclusive policies grounded in real workforce insights. Accessibility remained a practical priority. The Disability, Accessibility, and Inclusion Portal was further utilized as a centralized resource for employees and people leaders, while the Workplace Accessibility Program continued to provide adaptive technologies, ergonomic solutions, and accessibility software to support diverse needs across on-site and hybrid work arrangements.

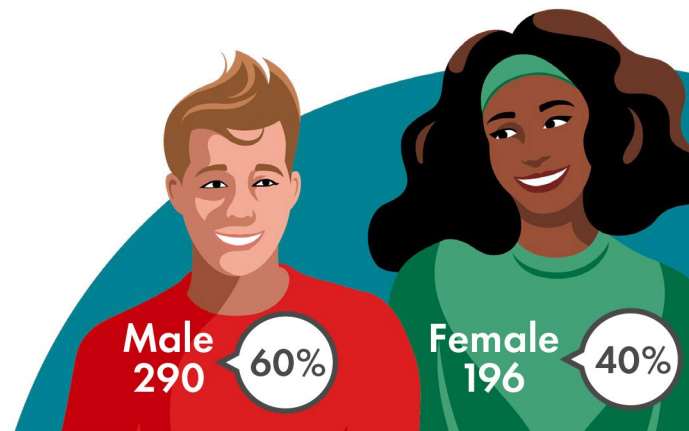
Advancing gender equity also remained a focus area. Regular pay equity reviews confirmed that the gender pay gap remained less than 1%, consistently outperforming global benchmarks. Business-specific action plans continued to address representation gaps, informed by talent pipelines, role availability, and local context. Employees and leaders were likewise encouraged to integrate DE&I commitments into individual and team objectives for shared accountability. Throughout the year, Shell Pilipinas marked key global observances, including International Women's Day, Pride Month, and the International Day of Persons with Disabilities, as platforms for dialogue, learning, and reflection.

Employee Demographics

405-1, 2-7

Total number of employees

486



Employee by Age and Position

Category	Male			Female			Total
	< 30 y.o.	30-50 y.o.	> 50 y.o.	< 30 y.o.	30-50 y.o.	> 50 y.o.	
CONTRACT							
Regular (Including Probationary)	48	193	49	28	148	20	486
Contractual/Fixed-term	-	-	-	-	-	-	-
POSITION							
Top Management	-	2	7	-	1	3	13
Senior Management	-	14	7	-	8	1	30
Middle Management	4	88	20	3	87	7	209
Supervisors	11	39	8	11	33	2	104
Rank and File	33	50	7	14	19	7	130
TOTAL	48	193	49	28	148	20	486
% RATE	9.9%	39.7%	10.1%	5.8%	30.5%	4.1%	100%



FEATURE STORY

Weaving Change at ANTHILL's Circularity Hub: Shell Pilipinas Supports First-of-Its-Kind Textile Facility in Quezon City

In April 2025, Shell Pilipinas and PSFI, in partnership with the Quezon City Government, launched the ANTHILL Circularity Hub at the former Payatas dumpsite. The hub serves as a manufacturing site for zero-waste woven products, a training center, and a marketplace for circular goods. By January 2026, 20 women from Payatas will train as zero-waste weavers, with 10 to be employed full-time. Shell also partnered with ANTHILL on a design challenge that upcycled 127 kilos of waste into corporate jackets featuring zero-waste weaves and reused brand labels, marking the first initiative to integrate textile waste into corporate uniforms. This reflects Shell Pilipinas' commitment to advancing circular economy solutions, reducing waste, and fostering sustainable livelihoods in partnership with local government and communities.





People and Social Performance, continued

New Hires and Turnovers

3-3

Shell Pilipinas sustained a disciplined and effective recruitment approach anchored on fairness, transparency, and long-term workforce planning. Hiring outcomes remained strong across business streams, with high offer acceptance rates reflecting the Company's competitive reward practices, strong safety and well-being culture, and continued focus on diversity, equity, and inclusion. These factors continue to position Shell Pilipinas as an employer of choice, attracting qualified professionals amid a highly dynamic labor market.

Recruitment and workforce continuity are supported by standardized HR-led processes that ensure consistent application, objective selection, and equal access to opportunities across the organization. Workforce agility was further enabled through the continued implementation of a more flexible rehiring policy, allowing former employees to return after a shorter eligibility period and supporting the growing trend of "boomerang" talent. Alongside this, regular talent reviews and succession planning exercises strengthen the internal pipeline for critical roles, complemented by cross-entity talent mobility within Shell in the Philippines to ensure operational continuity and capability readiness.



New Hires Breakdown

401-1, 102-3

New Hires by Age and Position

Category	Male			Female			Total
	< 30 y.o.	30-50 y.o.	> 50 y.o.	< 30 y.o.	30-50 y.o.	> 50 y.o.	
CONTRACT							
Regular (Including Probationary)	11	5	1	6	11	-	34
Contractual/Fixed-term	-	-	-	-	-	-	-
POSITION							
Top Management	-	1	-	-	1	-	2
Senior Management	-	-	-	-	-	-	-
Middle Management	-	2	1	1	7	-	11
Supervisors	3	-	-	2	1	-	6
Rank and File	8	2	-	3	2	-	15
TOTAL	11	5	1	6	11	-	34
% RATE	32.4%	14.7%	2.9%	17.6%	32.4%	0.0%	100%

Turnover Breakdown

401-1, 102-3

Turnover by Age and Position

Category	Male			Female			Total
	< 30 y.o.	30-50 y.o.	> 50 y.o.	< 30 y.o.	30-50 y.o.	> 50 y.o.	
CONTRACT							
Regular (Including Probationary)	4	21	11	5	19	2	62
Contractual/Fixed-term	-	-	-	-	-	-	-
POSITION							
Top Management	-	2	1	-	-	-	3
Senior Management	-	-	-	-	-	-	-
Middle Management	1	5	7	-	14	2	29
Supervisors	1	11	1	2	2	-	17
Rank and File	2	3	2	3	3	-	13
TOTAL	4	21	11	5	19	2	62
% RATE	6.5%	33.9%	17.7%	8.1%	30.6%	3.2%	100%



People and Social Performance, continued

Talent Attraction and Employer Branding

Ensuring that top talent is attracted to the organization while strengthening its employer brand remains a priority for Shell Pilipinas.

Employer branding efforts were supported through active engagement with diverse talent segments across different age groups and career stages. Participation in nationwide job fairs, campus engagements, and targeted outreach activities enabled Shell Pilipinas to highlight career opportunities, professional growth pathways, and its commitment to inclusion.

Benefits

3-3, 401-2

Shell Pilipinas enhanced its Total Rewards offering as part of its commitment to attract, motivate, and retain talent in a competitive labor market. A comprehensive review of compensation and benefits confirmed that most offerings continue to exceed industry benchmarks, building on the harmonization efforts initiated in 2022. As of 2025, more than 90% of benefits are standardized across business units for consistency, fairness, and transparency across the organization. Compensation remains guided by three core principles: paying well, paying fairly, and rewarding performance, with overall pay positioned within the top quartile of the relevant talent market.

The Company's compensation philosophy emphasizes total cash, comprising base pay, performance-based incentives, and fixed allowances, complemented by a flexible and market-leading healthcare program that supports employees and their families. Regular employee feedback gathered through the Shell People Survey consistently indicates high satisfaction with Total Rewards, with results remaining above Shell global benchmarks. Insights from the latest benefits review were used to further refine selected offerings, ensuring continued alignment with employee needs and evolving market practices. In response to ongoing Future of Work trends, Shell Pilipinas sustained the rollout of its Future of Work Playbook, enabling flexible work arrangements anchored to defined work locations while supporting hybrid work models. Investments in digital tools, workplace technology, and integrated IT support, both on-site and virtual, continue to ensure productivity and connectivity. The Company also reaffirmed its commitment to employee and family well-being by maintaining its inclusive parental leave policy, which provides up to eight weeks of paid leave to both birthing and non-birthing parents, regardless of gender, marital status, adoption, or surrogacy.

Benefits	Provided?	% of women who availed	% of men who availed
SSS	✓	3.3%	5.3%
Philhealth	✓	6.0%	8.0%
PAG-IBIG	✓	1.4%	3.2%
Parental Leave	✓	5.1%	2.4%
Vacation Leave	✓	96.0%	93.0%
Sick Leave	✓	15.0%	9.0%
Housing Assistance (aside from Pag-IBIG)	✓	3.7%	3.2%
Retirement Fund (aside from SSS)	✓	1.2%	4.4%
Medical Benefits (aside from Philhealth)	✓	-	-
Life Insurance	✓	12.5%	27.9%
Cash Entitlements (such as Choice Pot, Flexible Spending Allowance, other bonuses, merit increase)	✓	100.0%	100.0%
Various Life Milestone Assistance (death, funeral, disability, service milestone, etc.)	✓	5.8%	8.3%
Additional Leave Entitlements (honeymoon, bereavement, emergency, solo parent)	✓	22.0%	14.0%
Flexible Working Hours	✓	-	-
Company Stock Options	✗	-	-



FEATURE STORY

Seeing Well, Working Well: Expanding Access to Vision Care Across the Workplace

Recognizing the critical role of eye health in safety, productivity, and overall well-being, Eye Care for You was rolled out again this year, providing employees access to free eye examinations to support both workplace safety and overall wellness. The program ensures early detection of vision issues and supports timely corrective care, helping employees perform their roles safely and comfortably, whether on-site, in offices or in operational environments.

By making essential vision care accessible, the initiative reinforces the Company's broader commitment to preventive

Eye Care for you



All Eyes on Safety

health and holistic well-being. Beyond improving individual quality of life, Eye Care for You contributes to safer operations, reduced strain-related risks, and sustained productivity, underscoring the importance of proactive health support as part of a resilient workplace.



People and Social Performance, continued

Parental Leave

401-3

Indicators	Male	Female	Total
Total number of employees that were entitled to parental leave	290	196	486
Total number of employees that took parental leave in 2025	7	10	17
Total number of employees that returned to work in 2025 after parental leave ended	7	8	15
Return to work rate	100.0%	80.0%	88.2%
Total number of employees who availed the parental leave in 2024 and returned to work in 2025	-	1	1
Retention rate	0.0%	10.0%	10.0%

Solo Parental Leave

Indicators	Male	Female	Total
Total number of employees that were entitled to solo parental leave	-	2	2
Total number of employees that took solo parental leave in 2025	-	2	2
Total number of employees that returned to work in 2025 after solo parental leave ended	-	2	2
Return to work rate	0.0%	100.0%	100.0%
Total number of employees who availed the solo parental leave in 2024 and returned to work in 2025	-	2	2
Retention rate	0.0%	100.0%	100.0%

Choice Pot: Empowering Employees Through Flexible, Personalized Benefits

Choice Pot continued to serve as a key element of Shell Pilipinas' flexible benefits approach, giving employees greater autonomy in how they support their well-being and personal priorities. Through an annual, employee-managed budget, the program allows team members to choose benefits across Physical and Mental Wellness, Personal Growth, Family Care, and Sustainability, recognizing that needs evolve across life stages and circumstances. Choice Pot's personalized framework thus enables employees to invest in what matters most to them, whether health services, learning opportunities, family-related expenses, or sustainable lifestyle choices. The program is administered in compliance with applicable tax regulations, with clear reimbursement guidelines supported through Flexicare. In doing so, Choice Pot strengthens employee engagement while building trust, flexibility, and shared responsibility in supporting well-being.



FEATURE STORY

Powering Rewards: Building Fair, Transparent, and Future-Ready Pay Practices

To remain competitive in a rapidly evolving labor market, Shell companies in the Philippines (SciP) took a decisive step in strengthening how employees are rewarded through the Powering Rewards initiative. Anchored on fairness, transparency, and market relevance, the program was designed to modernize pay practices while supporting the broader Powering Progress strategy.

Powering Rewards conducted a comprehensive review of pay philosophy, governance, and salary structures across SciP, aiming to simplify and harmonize compensation for comparable roles across businesses and locations. By introducing clearer, more consistent salary bands, the initiative strengthened internal equity and improved transparency, helping employees better understand how roles are valued and how careers can progress within the organization. Beyond pay equity, the refreshed structures enable greater talent mobility, allowing skills to move more seamlessly across functions and geographies. The approach also ensures that reward systems remain competitive and responsive to market shifts, supporting the attraction and retention of critical talent.





People and Social Performance, continued

Employee Wellness in the Workplace

403-3, 403-6

A broad set of well-being programs continued to complement standard benefits for a holistic approach to employee care. Confidential mental health support remained accessible through the Employee Assistance Program (EAP), which provides counseling services for employees and their dependents. This was further supported by the Resilience Program, a self-paced learning resource designed to help employees build coping strategies, manage stress, and navigate challenging situations more effectively.

Physical health and preventive care were strengthened through the Nutrition Program, which offers personalized assessments and specialist referrals, with nutrition counseling covered under the HMO plan for employees and their families. These initiatives build on the earlier harmonization of benefits across the organization, with more than 90% of offerings remaining standardized to this day. This continued alignment ensures equitable access to well-being support across roles and business units to ensure consistency, inclusion, and sustained workforce resilience.



FEATURE STORY

Listening to Well-Being: Turning Insight into Action Through the Global Mental Well-being Survey

Shell companies in the Philippines continued to leverage the Global Mental Well-being Program (GMWP) Survey in 2025 as a structured tool for assessing employee well-being, identifying emerging needs, and refining targeted interventions. Analyzed alongside the Shell People Survey, results informed leaders on the interplay between well-being, engagement, and organizational culture. Insights drive the Local Well-being Experience, centered on self-mastery and employee ownership of well-being. Complementary programs, including the Leaders' Program, Thriving in Change, and Resilience Program, equip line managers to navigate uncertainty while fulfilling their duty of care. Collectively, these initiatives embed Shell's culture of care into everyday work, strengthening organizational resilience and performance.



Labor Relations and Employee Engagement

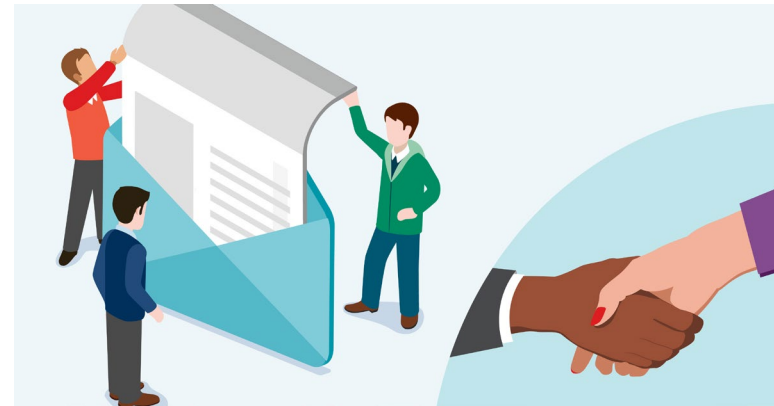
3-3, 407-1

Fifty-five employees remained covered by collective bargaining agreements, supporting constructive labor relations and workforce stability. Human capital risks are assessed annually through reviews conducted by the Corporate Audit & Assurance Division, which provided oversight of workforce-related exposures and controls. Human Resources sustained a comprehensive set of programs to strengthen engagement and capability, including leadership development, talent and succession reviews, people development initiatives, organizational effectiveness assessments, and care and resilience programs. These efforts are complemented by competitive pay and benefits practices, while leaders and HR continue to reinforce behaviors aligned with the Company's values, advance diversity, equity, and inclusion, and uphold responsible and ethical people management.

CBA - Employees Under Collective Bargaining Agreement Terms

2-30

CBA - Employees Under Collective Bargaining Agreement Terms							
Category	Male			Female			Total
	< 30 y.o.	30-50 y.o.	> 50 y.o.	< 30 y.o.	30-50 y.o.	> 50 y.o.	
CBA	20	15	4	10	5	1	55





People and Social Performance, continued



FEATURE STORY

Be Well: Everyday Choices That Strengthen Resilience and Performance

Be Well empowers employees to make intentional, healthy choices by integrating physical activity seamlessly into the workday. Designed for inclusivity, the program offers structured clinics for beginners, regular sessions for consistency, and tournaments to inspire excellence, ensuring every employee, regardless of skill, location, or work setup, has the opportunity to participate and thrive. Beyond individual health, Be Well delivers three interconnected outcomes: improved focus, sustained energy, and stronger resilience. Impact metrics exceeded targets of 90% reported improved focus, 78% higher daily energy, and 98% stronger stress management. Managers cited improved execution, while remote teams reported feeling more connected to the broader Shell Pilipinas community.



Shell People Survey

2-25

The Shell People Survey remains a key annual tool for understanding employee engagement, motivation, and commitment across the organization. The survey continued to capture insights on critical dimensions including safety, diversity, equity and inclusion, ethics, collaboration, leadership, and overall work experience. Open to all active employees, the survey supports transparent dialogue between teams and leaders and informs business planning and people priorities, with participation and follow-up actions remaining voluntary.

The 2025 survey achieved a 95% participation rate, building on the strong response rates achieved in prior years. Top-performing areas included leadership and collaboration, which shows that employees value direct supervisor support and teamwork. The findings also highlighted areas for focused action, such as workload management, job security, and maintaining a respectful workplace, guiding targeted interventions for continuous improvement in employee experience and workplace culture.



Shell People Survey KPIs

(Response rate at 95%)

Per Organization	Score	Per Organization	Score
Employee Engagement	80	Reputation	86
Organizational Leadership	78	Total Rewards and Benefits	73
Team Leadership	87	Diversity and Inclusion	85
Collaboration	87	Operational Excellence	83
Working Conditions	78	Responsible Business	86
Your Job	86	Learner Mindset	86
People Development	83		



People and Social Performance, continued



Training and Development

3-3, 404-2

As part of our workforce strategy, we invest in our employees through Shell Learning, an online platform that helps individuals adapt to the evolving demands of the industry. Designed to strengthen both individual capability and organizational effectiveness, Shell Learning offers a broad suite of development offerings across technical, commercial, professional, and leadership disciplines, as well as health, safety, and compliance training. As part of the onboarding journey, all employees must complete and successfully pass six mandatory digital learning modules.

These foundational courses ensure that employees are equipped with the essential knowledge, skills, and ethical grounding needed to perform their roles effectively and in alignment with the Company's values, policies, and standards.

Mandatory training topics include:

- Trade Compliance Awareness E-Learning
- Data Privacy Awareness/Safeguarding Information Awareness E-Learning
- Code of Conduct Awareness E-Learning
- Anti-bribery and Corruption Awareness E-Learning
- Antitrust Awareness E-Learning
- Conscious Inclusion Awareness E-Learning/Respect in the Workplace Awareness E-Learning
- Water Circularity Training for Officers and Board of Directors
- Systems Drive Ethical Behavior for Officers and Board of Directors

Average Hours of Training per Year per Employee

404-1, 102-3

Indicators	Average hours of training per employee	Total number of employees who attended the training
MALE		
Top Management (JG1+)	379.6	9
Senior Management (JG2)	176.2	21
Middle Management (JG3-4)	415.1	112
Supervisors (JG5-Grads)	398.2	58
Rank and File (JG6-)	783.9	90
FEMALE		
Top Management (JG1+)	333.8	4
Senior Management (JG2)	411.2	9
Middle Management (JG3-4)	356.7	97
Supervisors (JG5-Grads)	390.2	46
Rank and File (JG6-)	593.2	40
TOTAL	4,238.0	486

Percentage of Employees Receiving Regular Performance and Career Development Reviews

404-3

Position	Male	Female
Top Management	100%	100%
Senior Management	100%	100%
Middle Management	100%	100%
Supervisors	100%	100%
Rank and File	100%	100%

Complementing these efforts, we also provide regular career reviews to support continuous development, align individual aspirations with business needs, and identify opportunities for growth, mobility, and progression across the organization through the Workday platform. Performance outcomes and behaviors are assessed against individual and business objectives. These evaluations support reward differentiation, promotion decisions, and workforce planning. Beyond the annual cycle, exceptional contributions are also acknowledged through the Service Recognition Award, a one-time recognition with monetary and non-monetary elements that values impact and performance.



People and Social Performance, continued

Occupational Health and Safety

3-3, 403-1, 403-4, 403-7, EM-EP-320a.2

Protecting the health and safety of employees, contractors, and surrounding communities remains a core priority at Shell Pilipinas. This commitment is anchored on the Company's Goal Zero ambition: zero fatalities and zero incidents and is focused on three critical areas: personal safety, process safety, and transport safety. Consistent HSSE standards apply across Shell-operated activities, including contractors and joint ventures under operational control, ensuring a unified approach to risk management. The HSSE & Social Performance Control Framework provides the foundation for identifying, assessing, and mitigating workplace hazards, supported by regular audits and integrated assurance activities that evaluate the effectiveness of safety controls and practices.

Employee participation in health and safety governance is enabled through formal joint management-worker mechanisms, led at the country level by the HSSE Technical Forum. Composed of HSSE professionals from each business unit, the forum meets monthly to review HSSE performance trends, address emerging risks, align on framework updates, and coordinate compliance requirements. The forum has a defined escalation process, with the Country HSSE Manager serving as the primary channel for elevating critical issues to the Country Coordinating Team. At the operational level, asset- and business-specific HSSE committees provide continuous feedback from employees and contractors, with insights consolidated at the HSSE Technical Forum to ensure country-wide alignment and informed decision-making.

Health, Safety, and Disaster Preparedness Training

403-5

Competency-based training underpins Shell Pilipinas' approach to maintaining a safe and resilient workplace. Health and safety training requirements are defined according to each employee's role through a Job Competency Profile, which outlines the mandatory HSSE courses and practical learning activities required for the position. Training is delivered through a combination of digital modules via Shell Workday, face-to-face sessions, hands-on exercises, and on-the-job learning, including job shadowing with experienced personnel. These programs are primarily targeted at employees assigned to work in environments with safety hazards, with refresher intervals ranging from 6 to 36 months, depending on risk exposure. All required HSSE training courses are provided at no cost and conducted during paid working hours, with completion monitored through formal competence assessments.

Training needs and effectiveness are evaluated through a structured assessment process that includes written examinations, practical demonstrations, interviews for high-risk roles, and on-site observations to validate the application of safe work practices. Effectiveness is further monitored through participant feedback, subject-matter expert reviews, and safety performance indicators, such as incident trends and compliance results. Disaster preparedness is addressed through dedicated programs, including resilience training, Business Continuity Plan (BCP) orientation, and Emergency Response Plan (ERP) drills and simulations. During disruptive events, established protocols guide response and recovery, including the activation of ERP and BCP measures and adherence to the Calamity Resiliency Manual, ensuring personnel safety, operational continuity, and timely recovery across sites.

Occupational Health Services

403-3, 403-6

Access to occupational and non-occupational health services is supported through a combination of on-site medical facilities and comprehensive healthcare coverage. On-site clinics at key locations, including major offices and operational facilities, provide immediate medical support, while Shell Health Services coordinates broader occupational health programs across the organization. Employees and their eligible dependents are covered under the Group Hospitalization Plan (GHP), which provides in-patient and outpatient medical services through a nationwide network of accredited hospitals, clinics, and medical professionals, subject to defined benefit limits. Mental health remains a priority, addressed through dedicated mental wellness initiatives that complement physical healthcare.

Occupational health services focus on prevention, early detection, and risk mitigation. These include annual medical examinations for all employees, fitness-for-work evaluations for those assigned to medium- and high-risk tasks, and fatigue risk management measures to support safe performance. Shell Health conducts Health Risk Assessments (HRAs) across offices, terminals, and project sites to identify and manage potential exposures, ranging from ergonomic and chemical risks to noise, biological, and psychosocial hazards. Findings and recommended controls are communicated to affected personnel, and site-specific HRAs are made readily accessible on-site or through centralized Shell Health systems, ensuring consistent awareness and proactive health management across the workforce.

Hazard Mitigation and Safety Audits

403-1, 403-2

Hazard identification and risk control are embedded within Shell Pilipinas' HSSE Management System, which is anchored on the Hazards and Effects Management Process (HEMP). Through this approach, hazards are systematically identified, assessed, and prioritized, with risks managed using the Hierarchy of Controls from elimination and engineering solutions to administrative measures and personal protective equipment. Competency assurance forms a critical layer of control, ensuring employees understand task-related hazards, required mitigation measures, and appropriate recovery actions. Continuous monitoring is supported by regular inspections, audits, and reviews to validate the effectiveness of controls and drive ongoing improvement.

Assurance over safety performance is reinforced through structured internal and independent audits. The Assessment of Risk Responses on Worksite of Shell (ARROWS) audit was conducted across Philippine assets, with Country Coordinating Team members undertaking on-site reviews against the Shell Performance Framework. This was complemented by multiple Lines of Defense (LoD 1, 2, and 3) audits carried out by business units and regional teams, guided by defined terms of reference and risk-based schedules. Catastrophic and tail-end risks are addressed through tools such as Job Hazard Analysis and Blue Zone Barrier Thinking, which emphasize human factors, proactive intervention, and the authority to stop unsafe work, strengthening safety culture and resilience across operations and business relationships.



People and Social Performance, continued





HSSE Performance Summary

403-9, 403-10, EM-EP-320a.1


Indicators	Employees	Contracted Staff
Number of recordable work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Lost Workday Case (> 5 days) ¹	0	0
Fatality	0	0
Exposure Man-hours, million hours ²	788,512	4,948,605
Lost Time Injury (LTI) Free Man hours ³	0	0
KMs Driven, Kms.	2,089,642	2,761,217

- ¹ Days that employees would have worked but could not due to work-related injury or illness.
- ² The total amount of time employees are exposed to a particular risk or hazard within the workplace over a given period.
- ³ A workplace accident or incident that prevents an employee from working or performing their regular duties for a period of time after the day of the injury.

Main Types of Work-related Injury

 Tripping Injury 2	 Eye Irritation 3
 Finger caught between Objects 2	 Cuts/Scrapes 2

Biyahero under Automobile Association of the Philippines

 1,515 number of individuals trained on Road Safety
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SafeTV Turns Safety Messages into Everyday Conversations

Safety awareness took on a fresh and engaging format with the launch of SafeTV, a creative campaign designed to bring critical safety reminders closer to everyday conversations across the workforce. Using short, TikTok-style videos, the initiative delivers bite-sized content that combines practical safety guidance with relatable storytelling and light, engaging visuals, making messages easier to understand, remember, and apply on the job.



FEATURE STORY

Safety Day 2025: How We Respond Matters

Safety remains a shared responsibility across all businesses, reinforced during Safety Day 2025 under the theme “How We Respond Matters.” For the first time, SPC and Mobility jointly marked the occasion, bringing employees together to strengthen a culture grounded in the Five Human Principles, psychological safety, learning from experience, and genuine care for people. Through open dialogue and practical discussions, teams examined how everyday decisions and responses, particularly in moments of uncertainty, play a critical role in preventing serious incidents.

In Aviation, safety performance continues to set a high standard, sustaining 28 consecutive years without harm to people and 17 years without environmental leaks. Across the organization, around 5.0 million man-hours were completed safely during the year, including high-risk activities such as asset demolition and jetty projects, while more than 5.1 million kilometers were covered to support safe and reliable product transport. These outcomes reflect disciplined operational standards supported by a culture of vigilance, accountability, and continuous improvement.





People and Social Performance, continued

Advocacy Partnerships

Shell Pilipinas engages in advocacy partnerships to support policies and initiatives that promote responsible energy development, sustainability, and inclusive growth. Through constructive dialogue with government agencies, industry associations, and civil society, the Company contributes insights and technical expertise to help shape regulatory frameworks that balance energy security, economic progress, and environmental stewardship. These partnerships enable Shell Pilipinas to collaborate on shared priorities, such as climate action, road safety, and energy transition, while ensuring that advocacy activities align with ethical standards, transparency, and the Company's values.





FEATURE STORY

Shell Pilipinas Hosts SHLPH Roadshow with SciP to Promote Financial Literacy and Investor Engagement

SPC hosted the SHLPH Roadshow in collaboration with COL Financial and BPI Securities, underscoring the Company's commitment to financial literacy and responsible investing as part of its journey toward long-term value creation. During the event, BPI Securities shared practical guidance on personal finance, emphasizing smart budgeting, disciplined spending, and the importance of maintaining an emergency fund. COL Financial complemented this by walking participants through the fundamentals of investing, highlighting the role of the stock market in building long-term wealth. The roadshow also provided a platform to discuss Shell Pilipinas' strategic direction. Investors expressed strong interest in the Company's Non-Fuel Retail strategy, a key growth driver under its Defend, Grow, Deliver framework. CFO and CRO Mr. Rey Abilo outlined how disciplined execution and positioning the Company to enhance shareholder value and resume dividend distributions in the near term.



Thematic Area	Partner/Organization	Partnership Focus	Role and Contribution
 Education	Partner universities, colleges, LGUs, and training institutions nationwide	Scholarships, STEM education, medical and allied health training, technical-vocational education	Provides financial assistance, industry exposure, and capacity-building support to improve access to quality education and enhance employability of underserved learners.
 Health and Safety	Department of Health, local health offices, Bureau of Fire Protection, hospitals, and medical foundations	Malaria elimination, emergency response capacity-building, road safety training, access to healthcare services	Strengthens public health systems and community safety through prevention programs, medical missions, safety education, and emergency preparedness initiatives.
 Livelihood & Economic Empowerment	LGUs, TESDA-accredited institutions, employment service offices, community-based organizations	Skills training, entrepreneurship development, job facilitation, micro-enterprise support	Enhances income-generating opportunities and promotes economic resilience among vulnerable individuals and communities.
 Nutrition and Food Security	LGUs, Department of Education, community foundations, grassroots organizations	School-based feeding programs, WASH initiatives, food access and nutrition support	Improves nutrition outcomes and food security for children and vulnerable households through integrated community-based interventions.
 Environment & Sustainability	Environmental organizations, LGUs, academic institutions	Renewable energy awareness, waste management and sustainability education	Supports environmental stewardship and climate resilience through collaborative sustainability initiatives and community engagement.



People and Social Performance, continued

Respecting Human Rights and Ethical Conduct

3-3, EM-EP-210b.1

Respect for Human Rights is integral to Shell Pilipinas' values of honesty, integrity, and respect for people. Guided by the UN Guiding Principles on Business and Human Rights, the Company seeks to create positive and lasting impact through responsible business conduct embedded across its operations. This commitment is reflected in established governance frameworks that apply to all employees, contractors, and those acting on Shell's behalf, including the Shell General Business Principles, the Code of Conduct, and the Health, Safety, Security, Environment, and Social Performance Control Framework. Expectations are further reinforced through the Shell Supplier Principles, which set clear standards on labor practices, human rights, and ethical conduct across the value chain.

These principles guide decision-making and define the Company's responsibilities to shareholders, customers, employees, business partners, and society. Through transparent processes, robust oversight, and a culture of accountability, Shell Pilipinas strengthened its corporate governance and ethical standards. Open and honest communication remains central to this approach, building trust and enabling the Company to contribute meaningfully to progress while upholding the rights and dignity of all stakeholders.

Community Development and Social Impact

3-3

Community development initiatives focus on creating practical, lasting benefits for the communities where we operate. Through partnerships in education, livelihood, health, and disaster resilience, these efforts aim to strengthen local capacity, improve quality of life, and support inclusive progress aligned with national priorities.



Pilipinas Shell Foundation, Inc. (PSFI)

Established in 1982, Pilipinas Shell Foundation, Inc. (PSFI) serves as the social development arm of Shell companies in the Philippines. For more than four decades, the Foundation has played a central role in advancing inclusive development by designing and implementing programs that address pressing social and environmental challenges. Through long-term partnerships and community-based interventions, PSFI has reached and supported more than 17 million Filipinos, particularly those in underserved and vulnerable sectors.

PSFI's work is anchored on six core focus areas: nutrition and food security, health and safety, education, energy access, livelihood development, and environmental sustainability. These programs are designed to build resilience, strengthen local capacities, and enable communities to improve their quality of life. Aligned with national priorities and Shell's broader sustainability strategy, PSFI continues to deliver measurable impact by combining technical expertise, stakeholder collaboration, and a deep understanding of local needs.



FEATURE STORY

Shell Marks Global Information Governance Week with Focus on Cybersecurity and Responsible Data Management

Shell Pilipinas joined the global Shell organization in marking Global Information Governance Week, highlighting the importance of sound information management and cybersecurity in an increasingly digital and connected workplace. Now in its fourth year locally, the initiative emphasized how responsible handling of information supports compliance, operational efficiency, and protection of confidential data. Through a series of employee engagements and knowledge-sharing sessions, teams were encouraged to practice responsible information management in their daily work.





People and Social Performance, continued

PSFI- Program Progress

3-3, 413-1, 413-2



BiyaHERO promotes road safety and responsible road use through partnerships with government and community stakeholders.

872 Number of individuals trained on road safety

Response to Communities under Emergencies (RESCUE) strengthens community preparedness and emergency response capacity through coordination with local government units, agencies, and community groups.

465 Number of individuals trained on basic life support, first aid, fire safety, trauma care, and multi-risk hazard preparedness



Shell LiveWire is Shell's flagship enterprise development program that promotes entrepreneurship and innovation to generate employment and strengthen local economies.

42 Community enterprises and **5** tech startups were supported by Shell LiveWire program

Sanayan sa Kakayahang Industriyal (SKIL) provides technical-vocational training to out-of-school youth, equipping them with industry-relevant skills to improve employability and access to sustainable livelihoods.

103 Number of SKIL scholars who completed TESDA training program

The Shell Training Farm serves as an agricultural training and demonstration hub that builds resilient farming communities through hands-on education in sustainable and integrated farming.

652 Number of individuals trained on sustainable farming practices

The Integrated Farming Bio-systems (IFBS) program promotes climate-resilient agriculture by integrating crops, livestock, agroforestry, and waste management into a resource-efficient farming system.

349 Number of individuals trained on IFBS program

Shell NXplorers equips senior high school students with critical thinking and problem-solving skills through challenge-based learning focused on real-world sustainability issues.

145 students and **19** teachers engaged in the NXplores workshop

PhilDev is a performance-based scholarship program supporting science and engineering students from partner universities nationwide.

5 Number of scholars who graduated supported by Shell-PhilDev scholarship program

Science and Technology Education Program (STEP) provides underserved youth with access to science and technology education through financial support, mentoring, and job-linking opportunities.

50 Number of scholars were supported and graduated within the year

Community Activity Support: Brigada Eskwela supports public school readiness through volunteerism and collaboration with communities and government partners.

19,161 Number of individuals supported through Brigada Eskwela Initiatives

Shell Employees Dependent Scholarship Program (SEDSP) provides educational assistance to qualified dependents of Shell employees to support their academic attainment.

7 Number of scholars supported by SEDSP

Shell Tabangao Ladies Circle Scholarship (STLC) provides financial assistance to Grade 12 students from host communities to support senior high school completion.

13 Number of scholars supported by STLC

Gas Mo, Bukas Ko strengthens employability of mobility station staff by providing access to technical and vocational skills training.

65 Number of scholars who enrolled under priority technical-vocational course

Unlad sa Pasada offers educational support and capacity-building opportunities to dependents of Shell Go+ public utility vehicle members.

60 Number of scholars who onboarded for basic entrepreneurship course

Community Activity Support: Reliable Access to Community Healthcare (REACH) delivers essential medical services to underserved and fenceline communities to improve access to quality healthcare.

1,392 Number of individuals served by REACH through medical missions, doctor-assisted consultations, and medical services.

Disaster Relief through PSFI, Shell supports disaster response and recovery efforts to protect lives and strengthen community resilience.

16,493 beneficiaries were supported by Disaster Response Network through rapid response activation, coordinated logistics, and multi-sector partnerships

Movement Against Malaria – Kilusan Ligtas Malaria supports malaria prevention and awareness to reduce transmission and improve public health outcomes.

617,909 beneficiaries are benefiting from better access to health services (including the procurement of long-lasting insecticidal nets, case management, medicines, monitoring, and etc.)

Philippine Business Sector Response to HIV and AIDS Shell participates in private sector efforts to promote HIV awareness, prevention, and workplace support programs.

2,420 Number of individuals provided with HIV-related services (such as health education, peer counselling, PrEP, and antiretrovirals)



RESPONSIBLE STEWARDSHIP

Shell Pilipinas upholds strong governance, ethical conduct, and accountability in the way we operate and create value. These principles reinforce trust, strengthen decision-making, and support disciplined performance across our business.

66 [Board of Directors](#)

87 [Guided by Our Principles](#)

77 [Management Team](#)

88 [Anchored by Our Policies](#)

80 [Corporate Governance Structure](#)





Corporate Governance



Honoring a Life of Purpose, Service, and Enduring Impact

Born in Baguio on December 18, 1929, Cesar A. Buenaventura lived a life defined by purpose, resilience, and a deep commitment to making a meaningful difference. A natural thinker and innovator, his education at the University of the Philippines and Lehigh University, where he was a Fulbright Scholar, shaped him into a lifelong engineer whose vision extended well beyond boardrooms and milestones. His life was marked not only by achievement, but by warmth, humility, and an abiding sense of gratitude, woven together by moments of laughter, love, and quiet reflection.

CAB’s journey with Shell began in 1956 as an Operations Trainee, an unassuming start to what would become an extraordinary 68-year association with the Company. Through talent, perseverance, and principled leadership, he rose through the ranks and, in 1975, became the first Filipino President of Pilipinas Shell Petroleum Corporation, a historic milestone that reshaped the organization and expanded opportunities for Filipino leadership.

His legacy, however, extended far beyond corporate success. In 1982, he founded Pilipinas Shell Foundation, Inc. (PSFI), reflecting his firm belief in long-term sustainability and community empowerment. Through programs focused on education, skills development, and environmental stewardship, PSFI uplifts lives and inspires hope across the country, an enduring testament to its conviction that progress must be shared.

CAB’s influence reached across industries and institutions. He played a pivotal role at DMCI, was a founding member of the Makati Business Club, and earned numerous honors recognizing his leadership and service, including Management Man of the Year, the UP Centennial Award, and Outstanding Fulbrighter. In 1990, he was appointed an Honorary Officer of the Order of the British Empire (OBE) for his significant contributions to Shell and to society.

In his own words, CAB often reminded others of the values that guided his life and career:

“I think we should say, what is it that I can do for Shell rather than think, what can Shell do for me. That, to me, is the last parting word. You’ve got to be good to be Shell.”

CAB’s life was remarkable, a legacy of service, vision, and empowerment that touched countless hearts and minds. He championed Filipino talent and leadership, and in doing so, helped shape institutions that continue to serve the nation.

To his Shell family, he left these parting words:

“Where I spent 68 years—thank you for the memories. Please carry on what we started.”

Thank you, Cesar A. Buenaventura, for the path you paved and the values you lived. You will always be remembered as a trailblazer whose impact endures.



Corporate Governance, continued



A Legacy of Leadership, Integrity, and Service

Born on April 18, 1946, Oscar S. Reyes is a respected veteran in the power industry who led the growth of major firms. He served as the former Country Chairman of Shell companies in the Philippines and a valued Trustee of PSFI.

Mr. Reyes was a principled leader whose career was marked by clarity of purpose, quiet courage, and deep respect for people. During his tenure as Country Chair and President of Pilipinas Shell Petroleum Corporation from 1997 to 2001, he guided the organization through a period of transformation, advancing energy independence, environmental stewardship, and organizational innovation, while fostering a culture rooted in integrity and inclusion.

Beyond his executive roles, Mr. Reyes remained steadfast in his commitment to public service and community development. His support for education, health, energy access, and social progress reflected a belief that leadership carries a responsibility beyond the boardroom. At PSFI, his counsel and example strengthened the Foundation's mission to empower communities and create meaningful, lasting impact.

We honor and express our deep gratitude for the life and legacy of Oscar S. Reyes, a leader whose influence is reflected not only in his achievements, but in those he guided, the values he embodied, and the example he set. His legacy continues to inform our work and the principles that guide Shell Pilipinas today.



Corporate Governance, continued Board of Directors



- 1 **Fernando Zobel de Ayala**
Independent Director
- 2 **Niña D. Aguas**
Non-Executive Director
- 3 **Luis C. la Ó**
Non-Executive Director
- 4 **Min Yih Tan**
*Chairman of the Board
Non-Executive Director*

- 5 **Reynaldo P. Abilo**
Executive Director
- 6 **Lorelie Q. Osial**
Executive Director
- 7 **Michael P. Ramolete**
Executive Director
- 8 **Rafidah Jumal**
*Non-Executive Director
(effective 1 December 2025)*

- 9 **Amando M. Tetangco, Jr.**
Independent Director
- 10 **Lydia B. Echaz**
Independent Director
- 11 **Edgar O. Chua**
Independent Director

Not in Photo:
Stuart Chaplin
*Non-Executive Director
(until 30 November 2025)*



Corporate Governance, continued

Board of Directors



Min Yih Tan

Chairman of the Board

Non-Executive Director

Singaporean, Male, 58 years old

Appointed on January 1, 2020

Academic Qualifications

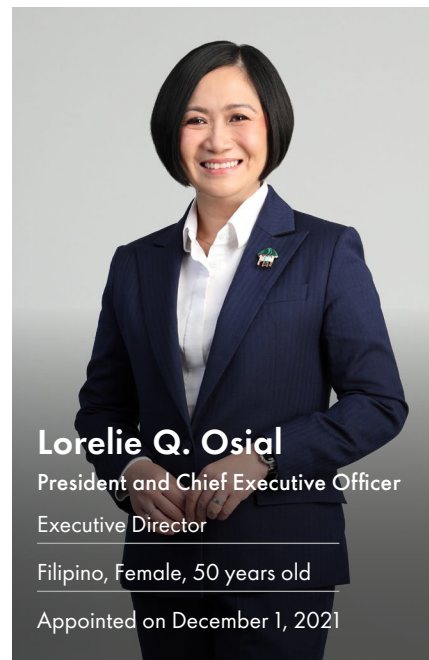
- Bachelor of Mechanical Engineering (Honors), from the National University of Singapore
- Postgraduate Diploma in Marketing, Singapore Institute of Management
- MBA from Rutgers University
- Certificate in Corporate Governance - International Directors Program from INSEAD France

Directorship

- President Commissioner, Shell Indonesia
- Director, Shell Oman Marketing
- Director, Brunei Shell Marketing
- Director, Shell Singapore

Experience and Relevant Skills

- As Senior Vice President of Mobility Asia, he spearheads the commercial and operational growth agenda of Mobility business in the region. Concurrently as the Commercial Head of the Asian Talent Council, he continues to champion diversity and inclusion across all businesses.
- Former Senior VP of Global Mobility Network from 2018 to 2024 where he played a pivotal role in driving the global expansion and resilience of station and charging networks. His contributions included orchestrating enterprise acquisitions, advancing the development of low-carbon fuels infrastructure and enhancing e-mobility capabilities, all while fostering closer integration with Trading & Supply.
- Other Shell experience included General Manager, Global Retail Network Development; General Manager, Global Retail & Commercial Strategy; General Manager, Commercial Fuels (East); General Manager, Lubricants (Southeast Asia).
- Previously worked in ExxonMobil, where he held a series of commercial, operational, and staff leadership roles in downstream businesses spanning Retail, Marine, Lubricants, Commercial Vehicles & Cards, and Technology, based in Fairfax, Virginia as a Global Planning Advisor.
- His skills are in the fields of Corporate Governance, General Management, Strategy, Retail, Commercial/Industrial, and Engineering.



Lorelie Q. Osial

President and Chief Executive Officer

Executive Director

Filipino, Female, 50 years old

Appointed on December 1, 2021

Academic Qualifications

- Graduated *cum laude* from Silliman University with a Bachelor's degree in Accounting
- Certified Public Accountant
- MBA from the University of Western Australia

Directorship

- Vice-Chair, Pilipinas Shell Foundation, Inc.
- Director, Bonifacio Gas Corporation
- Trustee, Philippine Business for Social Progress
- Trustee, Philippine Disaster Resiliency Foundation
- President-Chair, Shell Chemicals Philippines, Inc.
- Chair, Shell Energy Philippines, Inc.
- President-Chair, Shell Gas and Energy Philippines Corporation
- Chair, Philippine Institute of Petroleum
- Chair, Philippine-British Business Council

Experience and Relevant Skills

- Currently President and CEO of Shell Pilipinas Corporation, Country Chair of Shell companies in the Philippines, President of Pilipinas Shell Foundation, Inc., and President of Bonifacio Gas Corporation.
- Concurrently, she is the Vice President for Global Finance Operations-Expenditure where she manages five major processes covering Shell businesses in more than 50 countries and supports 80,000 employees globally.
- Former Project Finance Manager for Basrah Gas Company (BGC) in Iraq, and Finance Director for Shell Philippines Exploration B.V., the operator of the Malampaya Deepwater-to-Gas Project.
- Joined the Upstream business and since then, has worked in various business-facing finance roles in production, projects, regional, shareholder, and joint venture environments in Upstream and Midstream Asia, the Middle East, and North Africa.
- Her skills are in the fields of Executive Leadership, Strategy, General Management, Risk & Crisis Management, Project Management, Transformation, Digital, Finance & Accounting, and Economics.



Corporate Governance, continued

Board of Directors



Reynaldo P. Abilo
 Chief Financial Officer and Chief Risk Officer
 Executive Director
 Filipino, Male, 42 years old
 Appointed on January 2, 2021

Academic Qualifications

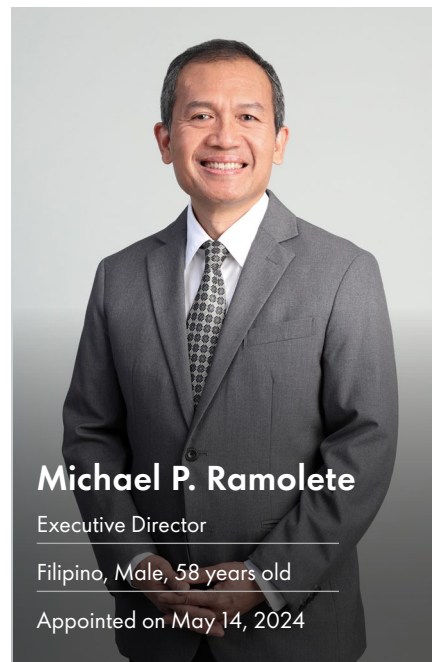
- Graduated *cum laude* from the University of the Philippines (Diliman) with a Bachelor's degree in Business Administration and Accountancy
- 11th place in the October 2004 CPA board exams

Directorship

- Vice President Finance, Treasurer and Chief Risk Officer of the Company
- Chairman, Tabangao Realty, Inc.
- Chairman, Shell Companies of the Philippines Multi-Employer Retirement Plan (SciP-MERP)
- Director, Bonifacio Gas Corporation
- Director, Shell Energy Philippines, Inc.
- Trustee and Treasurer, Pilipinas Shell Foundation, Inc.

Experience and Relevant Skills

- Former Corporate Assurance Manager who established the assurance and internal audit functions of the Company.
- Formerly appointed as Finance Lead for Special Projects Advisor supporting the Global Downstream Marketing Growth Strategy.
- From 2012 to 2016, he was the Global Planning & Appraisal Manager for Marine Lubricants as well as the Project & Economics Lead for Downstream Global Commercial (GC) based in Singapore where he successfully managed the various planning, appraisal, and reporting processes for Marine and capital investments in GC.
- Joined Shell in 2009 as the Retail Economics Manager in the Philippines.
- Before Shell, he worked at Ernst & Young and Colgate-Palmolive.
- His skills are in the fields of Accounting and Finance, Risk Management, and Economics.



Michael P. Ramolete
 Executive Director
 Filipino, Male, 58 years old
 Appointed on May 14, 2024

Academic Qualifications

- BS in Civil Engineering from the University of the Philippines
- MBA from Ateneo de Manila University
- Completed the Shell Executive Leadership Program from INSEAD France

Directorship

- Member Board of Trustees, Pilipinas Shell Foundation, Inc.
- Served as a Trustee, Shell companies in the Philippines Multi-Employer Retirement Fund (SciP-MERP)
- Non-Executive Director, Bonifacio Gas Corporation
- Non-Executive Director, Kamayan Realty Corporation
- Served as a Non-Executive Director, Tabangao Realty, Inc.
- Served as a Trustee, Global In-House Center Council Philippines (GICC)
- Former Senior Sponsor of the WIDEN network (gender balance initiative) for SciP

Experience and Relevant Skills

- Extensive experience in the oil, energy, and GBS sectors, with global and local leadership roles in Retail Sales and Operations, Retail Network Development, Frontline Capability and Enablement, Strategy, and Shared Services.
- As former General Manager, he grew Shell Business Operations Manila into a highly engaged Shared Services center supporting over 150 Shell companies in more than 50 countries.
- With over 25 years of retail experience, he helped turn around Shell's Mobility and Convenience business in the Philippines by improving free cash flow and returns, growing volumes, and expanding the Non-Fuels Retail business.
- He was recognized as a top Sales District performer in Metro Manila and held regional roles covering markets such as India, China, and Vietnam.
- In strategy and transformation roles, he led the Operator Platform Change in Asia/Oceania and helped strengthen frontline sales capability and business delivery.
- His skills are in the fields of General Management, Strategy, Retail, Shared Services, Commercial Operations, and Business Transformation.



Corporate Governance, continued

Board of Directors



Stuart Chaplin

Non-Executive Director
(until 30 November 2025)

British, Male, 49 years old

Appointed on August 10, 2022

Academic Qualifications

- MA in Economics and Management from the University of St. Andrews, United Kingdom

Directorship

- Vice President, Finance of Shell LNG Marketing and Trading, Global Shipping and Maritime
- Director, Cleantech Solar
- Member, Shell Foundation Audit and Investment Committees

Experience and Relevant Skills

- Former Chief Risk Officer of Shell Trading & Supply.
- Held the following positions in the Shell Group: Global Commercial Finance Manager & Director Shell Brands International; Global Head of Business Accounting & Analysis; Senior Manager, M&A and Financing; among others.
- Fellow of the Chartered Institute of Management Accountants and the Association of Corporate Treasurers.
- His skills are in the fields of Risk Management, Supply Chain, and Economics.



Rafidah Jumal

Non-Executive Director
(effective 1 December 2025)

Malaysian, Female, 53 years old

Appointed on December 1, 2025

Academic Qualifications

- Bachelor of Accountancy (Hons) from University of Malaya, Malaysia
- Chartered Accountant (CA), Malaysian Institute of Accountants
- Fellow Chartered Management Accountant, Chartered Global Management Accountant

Directorship

- Vice President, Transformation, Digital and Controls
- Director, Shell Business Services, Malaysia
- Trustee, Shell Malaysia Scholarship Fund

Experience and Relevant Skills

- Former Vice President, Controller, and Finance Operations.
- Held the following positions in the Shell Group: GM Credit & Customer Operations; GM Upstream Exploration Asia-Pac, Director in Shell JV companies, Regional/Cluster Finance Managers in Mobility, Lubricants and Commercial Fuels, Finance Manager SMDS, Finance Analyst in Group Controller in London & The Hague among others.
- Her skills are in the fields of Governance, Risks, Controls & Assurance (GRCA), Credit Management, Data & Digital, Finance Transformation, Financial & Sustainability Control Framework, and Business Finance.



Corporate Governance, continued

Board of Directors



Niña D. Aguas

Non-Executive Director

Filipino, Female, 73 years old

Appointed on August 10, 2021

Academic Qualifications

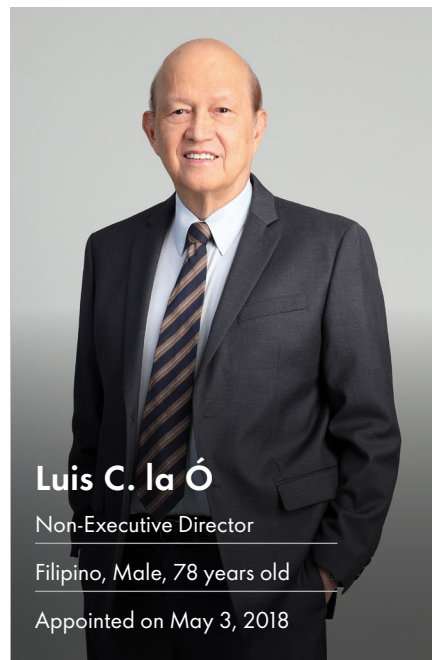
- BS in Commerce, Accounting degree from the University of Santo Tomas
- Certified Public Accountant

Directorship

- Executive Chairperson of the Board of Trustees, The Insular Life Assurance Co., Ltd. and its subsidiaries: InLife Benefits Insurance Company, Inc. (formerly Generali Philippines) and Insular Foundation, Inc.
- Director, Monde Nissin Corporation
- Director, Union Bank of the Philippines

Experience and Relevant Skills

- Formerly held directorship of the Corporation from 2016 to 2018.
- Former Trustee, Insurance Institute for Asia and the Pacific.
- The first woman CEO and first woman Executive Chairperson of Insular Life after more than a century of its operations, appointed in January 2016 and January 2018, respectively. A business leader with over 40 years in retail, wealth, investments, and private banking.
- Managed global, regional, and country-level businesses and operations in large international companies in developed and emerging markets in the Asia Pacific and the US.
- Member of the Governing Council of the Philippine Business Coalition for Women Empowerment (PBCWE), Trustee of NextGen Organization of Women Corporate Directors (NOWCD) Philippines and member of NOWCD's global community network Women Corporate Directors (WCD). Served as a member of the Advisory Council for Gender and Development by the World Bank Group in 2018-2021.
- Her skills are in the fields of Strategic Visioning, Sound Financial Acumen, Operational and Risk Management Orientation, Transformational Client-centricity, Multi-cultural Sensitivity, and Stakeholder Management.



Luis C. la Ó

Non-Executive Director

Filipino, Male, 78 years old

Appointed on May 3, 2018

Academic Qualifications

- BS in Management from Ateneo de Manila University
- MBA from De La Salle University
- General Insurance from the College of Insurance, Chartered Institute of London, United Kingdom

Directorship

- Non-Executive Vice Chairman of the Board, The Insular Life Assurance Co., Ltd.
- Director, Insular Healthcare, Inc.

Experience and Relevant Skills

- Former Chairman of the Board of Directors of MAPFRE INSULAR Insurance Corporation.
- Previously occupied the following positions: Regional Vice President for Asia of the MAPFRE Group-Spain, President of Provident Insurance Corporation of the Soriano Group, and Senior Vice President of Universal Reinsurance Corporation of the Ayala Group.
- His skills are in the fields of General Management and Insurance.



Corporate Governance, continued

Board of Directors



Edgar O. Chua

Independent Director

Filipino, Male, 68 years old

Appointed on May 14, 2024

Academic Qualifications

- BS in Chemical Engineering from De La Salle University
- Senior Management Course from INSEAD France
- Conferred Doctor of Humanities Honoris Causa from De La Salle Araneta University

Directorship

- Independent Director Positions for Metropolitan Bank and Trust Company, First Gen Corp, PHINMA Corp, Philcement, JGSummit Olefins Corp, and Phinma Horizon Indonesia. Former Independent Director at Integrated Microelectronics Inc (IMI) and Energy Development Corporation (EDC)
- Advisory Roles for Mitsubishi Motors Philippines Corporation and formerly of Coca-Cola Bottlers Corp.
- CEO Role for Amber Kinetics
- Chairmanships for Makati Business Club, Ramon Magsaysay Award Foundation and Business for Sustainable Development.
- Other Leadership Roles as President of De La Salle Philippines and Trustee of various civic and business organizations

Experience and Relevant Skills

- He started his career as a Transport Analyst with Group Planning in the UK, where he concentrated on strategic transport planning and analysis.
- He was General Manager of the Shell Company of Cambodia, overseeing business operations and market development within the region.
- He held several regional leadership roles in Shell Oil Products East, including General Manager, Consumer Lubricants Asia Pacific, where he led growth and innovation in the lubricant business; B2B Fuels' Global Marketing Manager, leading global business development and strategic marketing projects.
- His skills are in the fields of Economics, Supply Chain, and Risk Management, and he has a solid background in Leadership and Business Transformation.



Lydia B. Echauz

Independent Director

Filipino, Female, 78 years old

Appointed on May 16, 2017

Academic Qualifications

- AB Major in Economics and Mathematics from St. Theresa's College
- MBA from Ateneo de Manila University
- DBA from De La Salle University

Directorship

- Director, Manila Electric Company
- Director, Solar Power New Energy Corp.
- Director, D&L Industries, Inc.
- Director, Fern Realty Corporation
- Director, Riverside College, Inc.
- Director, NBS Educational Services, Inc.
- Director, Henry Sy Foundation, Inc.
- Trustee, SM Foundation, Inc.
- Trustee, Mano Amiga Academy, Inc.
- Trustee, Akademyang Filipino Association, Inc.
- Trustee, Museo del Galeon Foundation, Inc.

Experience and Relevant Skills

- Former President of Far Eastern University (PLC), and its three affiliate schools for 10 years.
- Former Dean and Associate Director of the De La Salle University Graduate School of Business.
- Former Associate Professor at University of the East for 12 years.
- Former President of the Association of SEA Institutes of Higher Learning and Executive Director of the Association of SEA Graduate Schools of Management.
- Former Director of Development Bank of the Philippines and Jaime V. Ongpin Institute of Business and Government.
- Her skills are in the fields of Academe, Foundations, Finance, Economics, Audit, Risk Management, Related-party Transactions and Corporate Governance.



Corporate Governance, continued

Board of Directors



Fernando Zobel de Ayala

Independent Director

Filipino, Male, 65 years old

Appointed on January 1, 2012

Academic Qualifications

- Liberal Arts degree from Harvard College
- CIM from INSEAD France

Directorship

- Director, Ayala Corporation
- Director, Bank of the Philippine Islands
- Chairman, AC Health
- Chairman, Ayala Foundation
- Trustee, Georgetown University
- Trustee, Asia Society
- Trustee, Pilipinas Shell Foundation, Inc.
- Trustee, Caritas Manila

Experience and Relevant Skills

- Director, Ayala Corporation from May 1994 to September 2022; reappointed in September 2023.
- Ayala Corporation's President and COO for 15 years, before assuming the role of CEO until 2022.
- Member of The Metropolitan Museum International Council, The Tate Asia Pacific Acquisitions Committee, Member of the Chief Executives Organization, Asia Philanthropy Circle, and Habitat for Humanity International's Asia Pacific Development Council.
- His skills are in the fields of General Management, Real Estate, Utilities, and Arts and Culture.



Amando M. Tetangco, Jr.

Independent Director

Filipino, Male, 73 years old

Appointed on May 11, 2021

Academic Qualifications

- Graduated from Ateneo de Manila University with an AB Economics degree (*cum laude*)
- Master's in Public Policy and Administration (Development Economics) at the University of Wisconsin at Madison, Wisconsin, USA, as a BSP scholar
- In 2023, conferred the Honorary Doctorate in Management by the Asian Institute of Management
- Attended various training programs at different institutions, including the Harvard Business School and the New York Institute of Finance

Directorship

- Director and Chairman, SM Investments Corporation
- Director and Vice Chairman, SM Prime Holdings, Inc.
- Director, Converge ICT Solutions, Inc.
- Director, Shell Pilipinas Corporation
- Director, Manila Hotel
- Director, Toyota Motor Philippines
- Legal with Economics
- Trustee, St. Luke's Medical Center
- Trustee, Tan Yan Kee Foundation
- Trustee, Foundation for Liberty and Prosperity

Experience and Relevant Skills

- Served as Governor of the Bangko Sentral ng Pilipinas (BSP) and Chairman of the Monetary Board from July 2005 to July 2017.
- Held various positions within the BSP, including Deputy Governor in charge of the Banking Services Sector, Economic Research, and Treasury.
- Held several government positions, including Chairman of the Anti-Money Laundering Council, the Financial Stability Coordination Council, and the Philippine International Convention Center.
- Served as Vice-Chair of the Agriculture Credit Policy Council and member of the Capital Markets Development Council and the Export Development Council.
- Served as Alternate Executive Director of the International Monetary Fund (IMF) in Washington, D.C. from 1992 to 1994.
- Represented the Philippines in several international forums and organizations, including the ASEAN Central Bank Forum, the Executives' Meeting of East Asia and Pacific Central Banks, and the South East Asia Central Banks.
- Held positions as Governor for the Philippines at the IMF and Alternate Governor at the World Bank and the Asian Development Bank.
- Chaired various international committees, including the Meeting of Small Open Economies at the Bank for International Settlements and the Alliance for Financial Inclusion Steering Committee.
- His skills are in the fields of Finance, Risk Management, Legal, Corporate Governance, and Regulatory.



Corporate Governance, continued

Board Committees

2-10, 2-12, 2-13



Committee	Description	Members
Board Audit and Risk Oversight (BARC)	<p>SPC established the Committee to enhance its oversight capability over SPC's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations. The Committee is also responsible for the oversight of SPC's enterprise risk management ("ERM") system to ensure its functionality and effectiveness. Other duties include:</p> <ol style="list-style-type: none"> Provide oversight over Management's activities in managing credit, market, liquidity, operational, legal, and other risks Perform oversight functions over internal and external auditors Review the annual internal audit plan to ensure its conformity with the objectives of SPC Prior to the commencement of the audit, discuss with the external auditor the nature, scope, and expense Organize an internal audit department and appointment of an independent internal auditor Monitor and evaluate the adequacy and effectiveness of the internal control system Review reports submitted by the internal and external auditors Review the quarterly, half-year, and annual financial statements before their submission to the Board Coordinate, monitor, and facilitate compliance with laws, rules, and regulations Evaluate and determine the non-audit work and review periodically the non-audit fees paid Establish and identify the reporting line of the Internal Auditor 	<p>Chairman/Independent Director:</p> <ul style="list-style-type: none"> Amando M. Tetangco, Jr. (until 12 May 2025) Edgar O. Chua (effective 13 May 2025) <p>Member/Independent Director:</p> <ul style="list-style-type: none"> Lydia B. Echauz <p>Member:</p> <ul style="list-style-type: none"> Luis C. la Ó Stuart Chaplin (until 30 November 2025) Rafidah Jamal (effective 1 December 2025)
Related Party Transactions (RPT)	<p>The Committee evaluates on an ongoing basis existing relations between and among businesses and counterparts to ensure that all related parties are continuously identified, Related Party Transactions (RPTs) are monitored, and subsequent changes in relationships with counterparties (from non-related to related and vice versa) are captured. Related parties, RPTs and changes in relationships reflect in the relevant reports to the Board regulators/supervisors. Other duties include:</p> <ol style="list-style-type: none"> Evaluates all material RPTs to ensure that these are not undertaken on economic terms more favorable to a related party Ensures that appropriate disclosure is made to related parties Reports to the Board on a regular basis the status and aggregate exposures to each related party, as well as the total amount of exposures to all related parties Ensures that transactions with related parties, including write-off of exposures, are subject to a periodic independent review or audit process Oversees the implementation of the system for identifying, monitoring, measuring, controlling, and reporting RPTs, including a periodic review of RPT policies and procedures 	<p>Chairman/Independent Director:</p> <ul style="list-style-type: none"> Lydia B. Echauz <p>Member/Independent Director:</p> <ul style="list-style-type: none"> Edgar O. Chua <p>Member:</p> <ul style="list-style-type: none"> Luis C. la Ó



Corporate Governance, continued

Committee	Description	Members
Corporate Governance (CG)	<p>The Committee oversees the implementation of the corporate governance framework and periodically reviews the said framework to ensure that it remains appropriate in light of material changes to SPC's size, complexity, and business strategy as well as its business and regulatory environments, among others. Other duties include:</p> <ol style="list-style-type: none"> Oversees periodic performance evaluation of the Board and its committees as well as the executive management, and conducts an annual self-evaluation of its performance Ensures that the results of the Board evaluation are shared, discussed, and that concrete action plans are developed and implemented to address the identified areas for improvement Recommends continuing education/training Adopts CG policies and ensures that these are reviewed and updated regularly, and consistently implemented Proposes and plans relevant training for the Board Establishes a formal and transparent procedure to develop a policy Functions as Compensation and Remuneration Committee 	<p>Chairman/Independent Director:</p> <p> Fernando Zobel de Ayala</p> <p>Member/Independent Director:</p> <p> Edgar O. Chua</p> <p> Lydia B. Echaya</p> <p>Member:</p> <p> Atty. Erwin R. Orocio</p>
Nomination (NomCom)	<p>The Committee invites and screens nominations to the Board of Directors prior to the annual stockholders' meeting, and in the event of any vacancy in between stockholders' meetings. The Committee also ensures that all candidates nominated to become a member of the Board of Directors have the qualifications and none of the disqualifications as stated in the Revised Corporate Governance Manual. They also:</p> <ol style="list-style-type: none"> Encourage minority stockholders to nominate candidates for seats in the Board Review the effectiveness of the Nomination Process under the Revised CG Manual In consultation with the other members of the Board, revisit the role, duties, and responsibilities of the CEO Consider the guidelines in the determination of such number of directorships for the Board 	<p>Chairman:</p> <p> Lorelie Q. Osial</p> <p>Member/Independent Director:</p> <p> Edgar O. Chua</p> <p>Member:</p> <p> Atty. Erwin R. Orocio</p> <p>Non-voting Member:</p> <p> Paulo Angelo N. Arias (until 30 November 2025)</p> <p> Joanne S. Custodio (effective 1 December 2025)</p>
Sustainability (SC)	<p>The Committee is accountable, when there is an opportunity, for steering the business to provide additional resources or support to particular social performance, social investment, and sustainability initiatives. It supports various engagements with external stakeholders, including the review of the sustainability-related content of the Company's Annual Report prior to its issuance.</p>	<p>Chairman:</p> <p> Luis C. la Ó</p> <p>Member:</p> <p> Min Yih Tan</p> <p> Stuart Chaplin (until 30 November 2025)</p> <p> Amando M. Tetangco, Jr.</p> <p> Rafidah Jumal (effective 1 December 2025)</p> <p>Non-voting Member:</p> <p> Sergio C. Bernal, Jr.</p>



Corporate Governance, continued

Board Diversity Matrix

3-3, 405-1

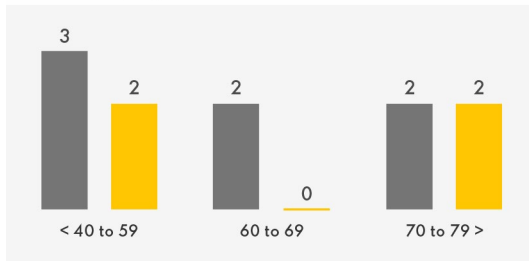
Shell Pilipinas adopts a structured, rigorous process for selecting directors to ensure the Board is composed of individuals who bring relevant expertise, independent judgment, and a strategic perspective. This process is supported by a Board diversity policy that promotes diversity across sex, gender, age, ethnicity, culture, skills, competencies, and experience, strengthening the quality of decision-making and governance.

Male Female

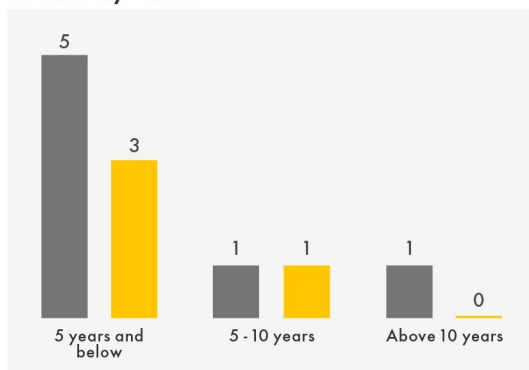
Director by Gender



Director by Age



Director by Tenure



Board Attendance Meetings

All Shell Pilipinas directors ensure that their roles and responsibilities are given adequate attention, as proven by their record of attendance at all board and committee meetings, most especially during the Annual Stockholders' Meeting. The table that follows summarizes the board meeting and attendance details.

Annual Stockholders' Meeting

Name of Director	Stockholders' and Board Meetings		
	Annual Stockholders' Meeting	Board and Committee Meetings	Non-Executive and Independent Directors' Meetings
Min Yih Tan Non-Executive Director	1/1	7/7	2/2
Lorelie Q. Osial Executive Director	1/1	5/5	-
Reynaldo P. Abilo Executive Director	1/1	5/5	-
Michael P. Ramolete Executive Director	1/1	5/5	-
Stuart Chaplin Non-Executive Director (until 30 November 2025)	1/1	5/7	1/2
Niña D. Aguas Non-Executive Director	1/1	7/7	2/2
Luis C. la Ó Non-Executive Director	1/1	7/7	2/2
Edgar O. Chua Independent Director	1/1	6/6	2/2
Lydia B. Echauz Independent Director	1/1	7/7	2/2
Fernando Zobel de Ayala Independent Director	1/1	6/7	1/2
Amando M. Tetangco Jr. Independent Director	1/1	5/7	1/2

Note: Rafidah Jumal was appointed on December 1, 2025. No board meetings were held after her appointment.



Corporate Governance, continued

Board Selection

The Board of Directors, through its Nomination Committee, administers a meticulous selection and evaluation process for candidates to the Board, ensuring alignment with the Corporation's bylaws, strategy, and organizational requirements.

In carrying out this mandate, the Nomination Committee evaluates candidates' expertise in key areas—including finance, risk management, and corporate governance—to enhance and diversify the Board's collective competencies and perspectives.

To further expand the pool of qualified nominees, Shell Pilipinas Corporation would engage professional search firms or other external sources when appropriate.

Board and Committee Meetings

Name of Director	Board Committee				
	Corporate Governance Committee	Nomination Committee	Sustainability Committee	Related Party Transactions Committee	Board Audit and Risk Oversight Committee
Min Yih Tan <i>Non-Executive Director</i>	-	-	3/3	-	-
Lorelie Q. Osial <i>Executive Director</i>	-	2/2	-	-	-
Reynaldo P. Abilo <i>Executive Director</i>	-	-	-	-	-
Michael P. Ramolete <i>Executive Director</i>	-	-	-	-	-
Stuart Chaplin <i>Non-Executive Director (until 30 November 2025)</i>	-	-	1/2	-	-
Rafidah Jumal <i>Non-Executive Director (effective 1 December 2025)</i>	-	-	1/1	-	-
Niña D. Aguas <i>Non-Executive Director</i>	-	-	-	-	-
Luis C. la Ó <i>Non-Executive Director</i>	-	-	3/3	3/3	4/4
Edgar O. Chua <i>Independent Director</i>	4/4	2/2	-	3/3	4/4
Lydia B. Echauz <i>Independent Director</i>	4/4	-	-	3/3	4/4
Fernando Zobel de Ayala <i>Independent Director</i>	4/4	-	-	-	-
Amando M. Tetangco Jr. <i>Independent Director</i>	-	-	3/3	-	4/4



Corporate Governance, continued Management Team



1 Kit Arvin M. Bermudez
Vice President for Supply and Distribution

2 Jacqueline B. Famorca
Vice President for Lubricants

3 Albert A. Lim
Vice President for Wholesale Commercial Fuels

4 Reynaldo P. Abilo
*Vice President for Finance, Treasurer,
and Chief Risk Officer*

5 Lorelie Q. Osial
President and Chief Executive Officer

6 Michael P. Ramolete
Vice President for Mobility

7 Erwin R. Orcio
*Head of Legal, Managing Counsel,
and Chief Compliance Officer*

8 Joanne S. Custodio
*Vice President for Human Resources
(effective 1 December 2025)*

9 Sergio C. Bernal, Jr.
Vice President for Corporate Relations

Not in Photo:

Paulo Angelo N. Arias
*Vice President for Human Resources
(until 30 November 2025)*



Corporate Governance, continued

Management Team Profiles



Lorelie Q. Osial

President and Chief Executive Officer

Filipino, Female, 50, is the President and Chief Executive Officer of Shell Pilipinas Corporation since December 2021, becoming the first female CEO since its incorporation. She also serves as Executive Director and chairs the Nomination Committee. With 24 years of experience at Shell, she began in the Upstream business and has worked in various finance leadership roles across production, projects, regional, global, shareholder, and joint ventures environments in Upstream and Midstream Asia, the Middle East, and North Africa.

Beyond her CEO role, she is also Country Chair of Shell companies in the Philippines, President of Pilipinas Shell Foundation, Inc., and President of Bonifacio Gas Corporation. Concurrently, she serves as Vice President for Global Finance Operations-Expenditure, overseeing five major processes across Shell businesses in more than 50 countries and supporting 80,000 employees globally. She graduated *cum laude* with a degree in Accountancy from Silliman University, and a Certified Public Accountant, and holds an MBA degree from the University of Western Australia. Her skills are in the fields of Executive Leadership, Strategy, General Management, Risk & Crisis Management, Project Management, Transformation, Digital, Finance & Accounting, and Economics.



Reynaldo P. Abilo

Vice President for Finance, Treasurer, and Chief Risk Officer

Filipino, Male, 42, has served as Executive Director of the Corporation since January 2021. He is also the Vice President for Finance, Treasurer and Chief Risk Officer. He serves as a Director on the boards of other Shell-affiliated companies. Prior to his current role, he was the Corporate Assurance Manager, where he established the assurance and internal audit function of the Company.

He joined Shell in 2009 as the Retail Economics Manager in the Philippines, distinguished himself by winning the 2012 Global CFO award for site profitability analysis and 2013 Downstream Director Award for Dealer Operated platform strategy. From 2012 to 2016, he was the Global Planning & Appraisal Manager for Marine Lubricants as well as Project & Economics Lead for Downstream Global Commercial based in Singapore, where he successfully managed planning, appraisal, and reporting processes for Marine and capital investments. He was appointed as Special Projects Advisor, supporting the Global Downstream Marketing Growth Strategy as the Finance Lead. Prior to Shell, he worked in Ernst & Young and Colgate-Palmolive in various finance positions. He graduated *cum laude* from the University of the Philippines (Diliman) with a Bachelor's degree in Business Administration and Accountancy, placing 11th in the October 2004 CPA Board exams. From 2017 to 2025, he attended various seminars on corporate governance.



Michael P. Ramolete

Vice President for Mobility

Filipino, Male, 58, is Vice President for Mobility of the Corporation since April 2024 and appointed Executive Director in May 2024. A seasoned leader with 29 years of experience in Shell Business Operations, Retail Sales & Ops, Global Site Ops Excellence, Network Planning & Development, and Strategy Implementation, he is strategic, deliberate, and customer-focused with a strong commercial mindset and passion for people development. As a formerly Head/GM of SBO Manila, he grew the business by over 20% from 2019-23 and built a highly engaged workforce despite pandemic challenges. He has 25 years of Retail experience, leading Metro Manila as Top Sales District for 5 years and becoming the first back-to-back Global District Manager. He holds a BS in Civil Engineering from the University of the Philippines, an MBA from Ateneo de Manila University, and completed Shell's Executive Leadership program at INSEAD France.



Albert A. Lim

Vice President for Wholesale Commercial Fuels

Filipino, Male, 52, is the Vice President for Commercial Fuels, a role he assumed in August 2021. With more than two decades of experience in Shell's Commercial Fuels business, he has built expertise across both local and global markets. Before his appointment to the VP role, he served as Wholesale Commercial Fuel (WFC) Business Development and Pricing Manager, following earlier roles as Sales Account Manager and in marketing across the Philippines and the East region. Among his notable achievements, he led the development of Fuel Oil Plus for the East, executed WCF's turnaround plan in Thailand, and spearheaded the migration of International Marine customer operations to Shell Shared Services (Asia) B.V., enhancing efficiency. Within WCF, he pioneered hedging, exposure management, integrated planning, and portfolio optimization, enabling Commercial Fuels to consistently deliver its business plan.



Jacqueline B. Famorca

Vice President for Lubricants

Filipino, Female, 46, is the Vice President for Lubricants, appointed in March 2023. She leads the company's lubricants business in the Philippines, driving growth, strengthening market leadership, and advancing strategic partnerships across key industries.

With over two decades of leadership experience in Shell's B2B and B2C businesses, she has held both local and regional roles. Prior to her current position, she served as Mobility Senior District Manager, spearheading the recovery and growth of Metro Manila business. She also led Shell Fleet Solutions B2B, delivering strong commercial results and earning recognition as Global Sales Team Manager of the Year in 2019 and Regional Sales Team Manager of the Year from 2018 to 2019. Known for building high-performing teams and driving customer-focused innovation, she holds a Bachelor of Science degree in Psychology from Miriam College.



Corporate Governance, continued

Management Team Profiles



Kit Arvin M. Bermudez

Vice President for Supply and Distribution

Filipino, Male, 52, is the Vice President for Supply and Distribution. Appointed in August 2021, he is a seasoned multibusiness Downstream leader with more than two decades of experience and is widely known for his strong focus on operational excellence and delivery. He began his career in the Company as a Select Operations Manager and has since taken on various leadership roles across the Downstream businesses in global, regional and local management roles. His professional assignments have brought him to Italy, Oman, Singapore, and the Philippines, giving him broad international exposure and a deep understanding of diverse market environments. Throughout his career, he has been known as a consistently strong performer with a high degree of credibility, as reflected in numerous Shell Awards received. Prior to his current role, he served as National Sales Manager, where he led Philippine Retail to achieve its highest business profitability on record in 2019. He graduated from De La Salle University Manila with dual degrees in Marketing Management and Political Science. He also pursued MBA studies at the same institution. He is a recipient of the Ten Outstanding Young Men of DLSU Award and was honored with the Student Leadership Award—one of the university's highest distinctions granted to select graduates.



Sergio C. Bernal, Jr.

Vice President for Corporate Relations

Filipino, Male, 59, was appointed as the new Vice President of External Relations in August 2019. He holds a Bachelor's degree in Industrial Management Engineering from De La Salle University Manila. He began his career in sales and subsequently took on roles in Business Development, Training, and Marketing across local, regional, and global assignments. From 2009 to 2011, he served as Joint Venture General Manager for LPG, during which the JV delivered exceptional volume and revenue targets alongside strong HSSE performance. Upon returning to Shell Pilipinas, he assumed sales and marketing leadership roles in Lubricants, where he led teams to achieve more than double sales growth while building a high-performing organization recognized at the global level. His contributions earned him two Global EVP Awards for Project Pearl and Project Kindle. In his most recent role in lubricant marketing, he oversaw operations for both the Philippines and Thailand. From 2022 to 2025, he attended seminars on corporate governance.



Erwin R. Orocio

Head of Legal, Managing Counsel, and Chief Compliance Officer

Filipino, Male, 56, serves as Head of Legal of Shell Pilipinas Corporation. He brings over three decades of experience in the energy industry, providing a deep understanding of how large, complex organizations operate. He has provided legal counsel across the full value chain—Procurement, Manufacturing, Distribution, Retail, and B2B Sales—giving him strong insight into operational realities and business performance drivers. He also has extensive experience supporting key corporate functions, including the Country Chair, Human Resources, Finance, Portfolio, Taxation, and Health, Safety, Security & Environment (including Remediation). This breadth of exposure enables him to bring a balanced, enterprise-wide perspective to Board discussions and decision-making. He is a Fellow of the Institute of Corporate Directors and a member of both Shareholders' Association of the Philippines and the Integrated Bar of the Philippines. From 2015 to 2025, he attended seminars on corporate governance.



Paulo Angelo N. Arias

Vice President for Human Resources (until 30 November 2025)

Filipino, Male, 54, was appointed Vice President for Human Resources and member of the Nomination Committee in September 2022 until 30 November 2025. Prior to this, he was Global Head of International Mobility and Reward Operations at Shell Shared Services (Asia) B.V., Philippines. Globally, he led the international mobility, reward, quality assurance and systems operations function of Global HR. He was also the Center Lead for HR Operations in the Philippines.

He has over 25 years of experience across the Shell Group in various HR leadership roles in the Netherlands, Singapore, UAE, and the Philippines. He earned his BS Mechanical Engineering from the University of the Philippines and his MBA from the University of New South Wales. He also completed the Strategic HR Management Program at IMD and attended a seminar on corporate governance in 2023 and 2025.



Joanne S. Custodio

Vice President for Human Resources (effective 1 December 2025)

Filipino, Female, 46, is the Vice President for Human Resources (effective 1 December 2025). She leads Human Resources for Shell in the Philippines, including SBO Manila HR, and is likewise the HR Manager for Japan and Korea. She is also a member of the Philippines Country Coordination Team and the North and South East Asia HR Leadership Team.

She has built extensive HR experience across Shell through roles supporting Projects & Technology, Upstream, and Downstream, including the Tabangao Refinery. She also supported the HR Operations and Employee Experience organization, where she served as project lead for the Reshape transition. Prior to her current role, she was Global Policy Lead, where she led the design and implementation of Shell's Global Policy on Parental Leave and co-developed the pillars of the Global Benefits Strategy.

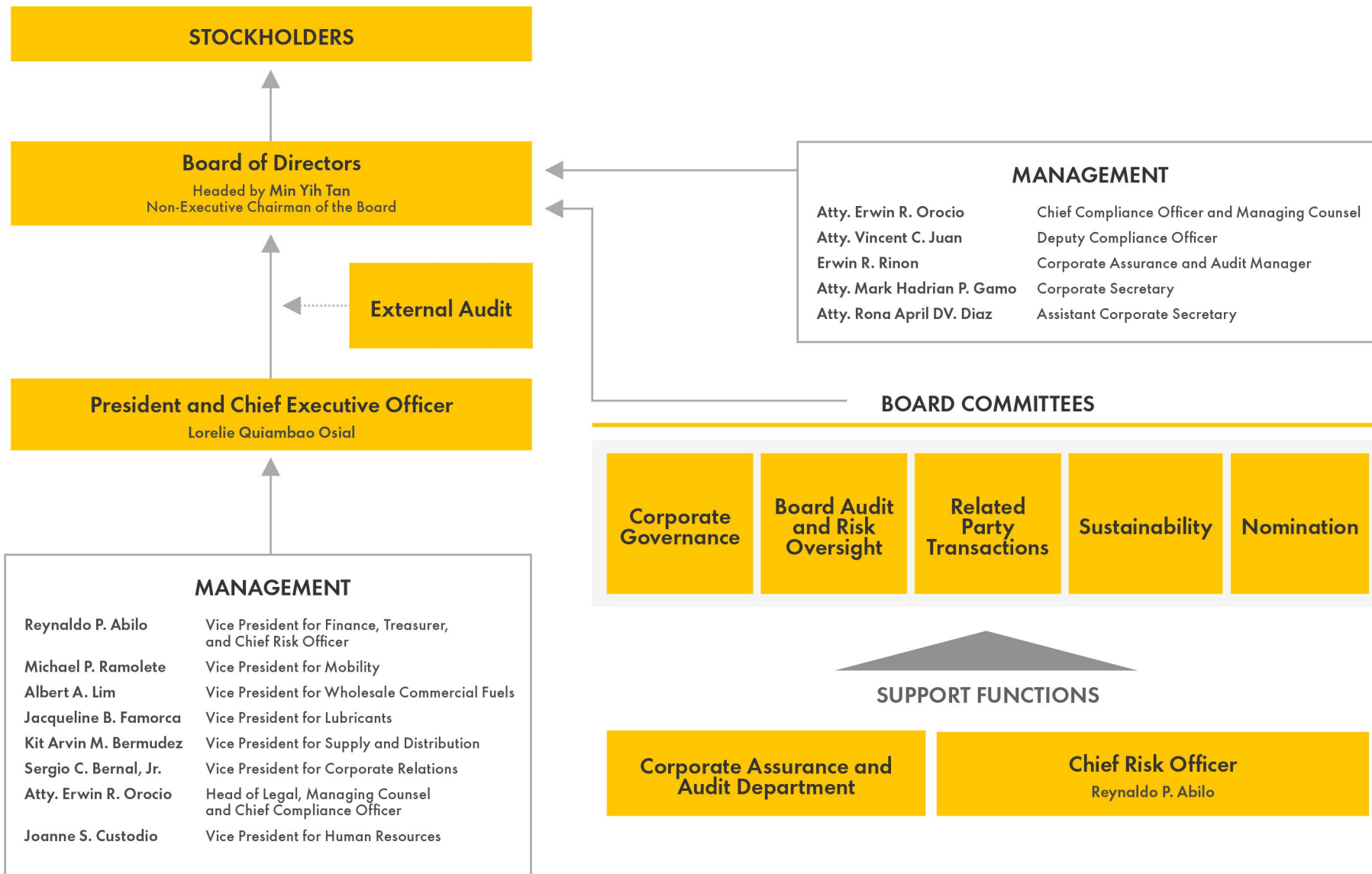
She is known for her people-centered leadership, collaborative approach, and strong commitment to fostering an inclusive and high-performing culture. She is passionate about developing talent and leading with care and commitment.



Corporate Governance, continued

Corporate Governance Structure

2-9, 2-11





Corporate Governance, continued

Corporate Governance Structure

2-9, 2-11

Compliance System

The Board of Directors, Corporate Officers, and Management of SPC follow the Revised Manual on Corporate Governance (the “Manual”) and acknowledge that the Manual guides SPC in the attainment of its goals and targets.

This Manual provides the practical requirements to explain details of Shell’s General Business Principles and sustainable development, both of which govern how each of the Shell companies conducts its affairs.

Shell Companies have core values of honesty, integrity, and respect for people. These underlying corporate values determine principles that we apply to all transactions, large or small, and drive the right behavior that’s always expected of every Shell Pilipinas employee in the conduct of its business.

This Manual is issued in compliance with the Philippines Securities and Exchange Commission (the “Commission” or “SEC”) Memorandum Circular No. 19, Series of 2016, dated November 22, 2016, otherwise known as the Code of Corporate Governance for Publicly Listed Companies, to develop a strong corporate governance culture in line with recent developments in corporate governance (e.g., G20/OECD Principles of Corporate Governance, ASEAN Corporate Governance Scorecard). The Manual is aligned with the Shell General Business Principles.

Chief Compliance Officer

To ensure adherence to corporate principles and best practices provided for in the Revised Manual on Corporate Governance, the Board of Directors designates a Chief Compliance Officer (CCO), who is not a member of the Board. The CCO has direct reporting responsibilities to the Chairman of the Board but is primarily liable to SPC and its shareholders and not to the Chairman or President of SPC. The Chief Compliance Officer is a separate individual from the Corporate Secretary.

The CCO performs the following duties and responsibilities:

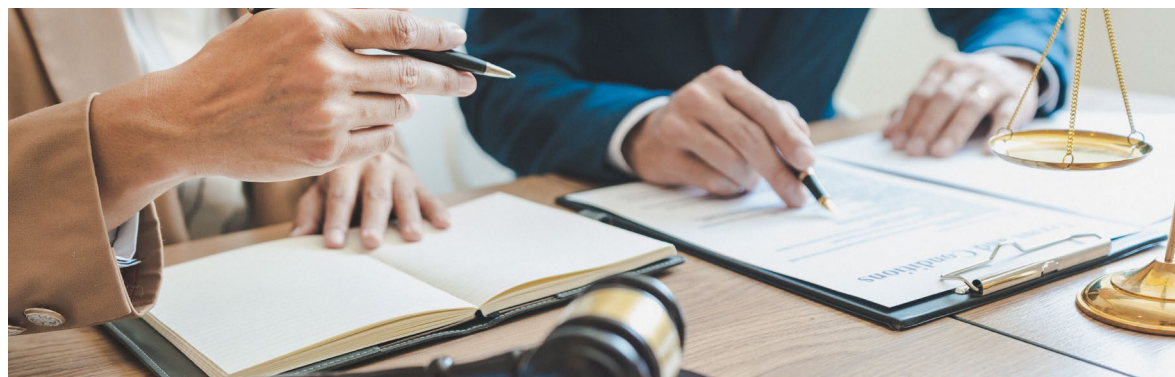
- In coordination with the Corporate Secretary, ensure proper onboarding of new directors such as providing orientation programs on SPC’s business, articles of incorporation, and by-laws, among others;
- Monitor, review, evaluate, and ensure the compliance by SPC, its officers, and directors with the relevant laws, provisions, and requirements of this Manual, rules and regulations, and all governance issuances of regulatory agencies;
- Appear before the Commission upon summons on similar matters that need to be clarified by the same in relation to the compliance with the Manual;
- Determine violation/s of the Manual and recommend imposition of appropriate disciplinary action for violations thereof for further review and approval of the Board and the adoption of measures to prevent a repetition of the violations;
- Ensure the integrity and accuracy of all documentary submissions to regulators; and
- Collaborate with the Corporate Secretary and other departments to properly address compliance issues, which may be subject to investigation and subsequent litigation.

Remuneration Policy for Board of Directors

2-19, 2-20, 2-21

In accordance with SPC’s amended by-laws, non-executive directors receive an honorarium for every regular or special meeting of the Board of Directors, and not salary or compensation for their services. On the other hand, executive directors receive annual compensation, including basic salary, mid-year bonus, and 13th-month pay. Like all regular employees, the executive officers are also enrolled in the Corporation’s registered non-contributory retirement plans.

Director	Remuneration (in ₱)
Min Yih Tan	-
Lorelie Q. Osial	-
Reynaldo P. Abilo	-
Michael P. Ramolete	-
Stuart Chaplin	-
Niña D. Aguas	2,400,000
Luis C. la Ó	3,400,000
Edgar O. Chua	3,700,000
Lydia B. Echaz	3,500,000
Fernando Zobel de Ayala	2,600,000
Amando M. Tetangco, Jr.	2,700,000





Corporate Governance, continued

Stockholdings of Directors

As of 31 December 2025

Directors

Name	Direct	Indirect	Total Direct & Indirect Shares	% to Total Outstanding Shares
Min Yih Tan	-	1	1	0.00%
Lorelie Q. Osial	27,000	1	27,001	0.00%
Reynaldo P. Abilo	16,000	1	16,001	0.00%
Michael P. Ramolete	6,290	-	6,290	0.00%
Rafidah Jumal	-	1	1	0.00%
Niña D. Aguas	164,357	-	164,357	0.01%
Luis C. la Ó	-	1	1	0.00%
Edgar O. Chua	817,080	7,450	824,530	0.05%
Lydia B. Echaz	2,000	1	2,001	0.00%
Fernando Zobel de Ayala	1	-	1	0.00%
Amando M. Tetangco, Jr	-	1	1	0.00%
TOTAL	1,032,728	7,457	1,040,185	0.06%

Note: Rafidah Jumal was appointed on December 1, 2025

Officers

Name	Direct	Indirect	Total Direct & Indirect Shares	% to Total Outstanding Shares
Albert A. Lim	4,290	-	4,290	0.00%
Jacqueline B. Famorca	-	-	-	0.00%
Kit Arvin M. Bermudez	-	1,600	1,600	0.00%
Sergio C. Bernal, Jr.	5,290	-	5,290	0.00%
Atty. Erwin R. Orocio	6,290	-	6,290	0.00%
Joanne S. Custodio	10,270	-	10,270	0.00%
Atty. Rona April DV. Diaz	-	-	-	0.00%
Atty. Mark Hadrian Gamo	3,000	-	3,000	0.00%
Erwin R. Riñon	-	-	-	0.00%
TOTAL	29,140	1,600	30,740	0.00%

Note: Joanne S. Custodio was appointed on December 1, 2025



Corporate Governance, continued



Board Roles and Responsibilities

2-14, IFRS S1-27(a), IFRS S1-27(b), IFRS S2-6(a), IFRS S2-6(b)

It is the Board's responsibility to foster the long-term success of the Company and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of its stockholders and other stakeholders.

The Board oversees the development of, formulates, and approves the Company's vision, mission, strategic objectives, business objectives and strategy, policies, and procedures that guide its activities, including the means to effectively monitor management's performance. The Company also monitors their implementation in order to sustain SPC's long-term viability and strength.

The Board has a Board Charter that defines its roles, responsibilities, and accountabilities in carrying out its fiduciary duties.

Specific Duties and Responsibilities

I. Director

A director's office is one of trust and confidence. A director acts in SPC's best interests in a manner characterized by transparency, accountability, and fairness. He also exercises leadership, prudence, and integrity in directing SPC towards sustained progress.

A director acts on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the Company and all shareholders and other stakeholders.

II. Chairman of the Board

The Board is headed by a competent and qualified Chairman. To avoid conflict or a split board and to foster an appropriate balance of power, increased accountability, and better capacity for independent decision-making, the Chairman of the Board is a separate person from the CEO.

The duties and responsibilities of the Chairman in relation to the Board include, among others, the following:

- a. Makes certain that the meeting agenda focuses on strategic matters, including the overall risk appetite of the Company, considering the developments in the business and regulatory environments, key governance concerns, and contentious issues that will significantly affect operations;
- b. Guarantees that the Board receives accurate, timely, relevant, insightful, concise, and clear information to enable it to make sound decisions;
- c. Facilitates discussions on key issues by fostering an environment conducive to constructive debate and leveraging the skills and expertise of individual directors;
- d. Ensures that the Board sufficiently challenges and inquires into reports submitted and representations made by Management;
- e. Assures the availability of proper orientation for first-time directors and continuing training opportunities for all directors;
- f. Makes sure that the performance of the Board is evaluated at least once a year and discussed or followed up on;
- g. Ensures that the meetings of the Board are held in accordance with the by-laws or as the Chairman may deem necessary;
- h. Supervises the preparation of the agenda of the meeting in coordination with the Corporate Secretary, taking into consideration the suggestions of the CEO, Management, and the Directors; and
- i. Maintains qualitative and timely lines of communication and information between the Board and Management.



Corporate Governance, continued



III. Chief Executive Officer

The duties and responsibilities of the CEO include, among others, the following:

- Determines the Company's strategic direction and formulates and implements its strategic plan on the direction of the business;
- Communicates and implements the Company's vision, mission, values, and overall strategy and promotes any organization or stakeholder change in relation to the same;
- Oversees the operations of the Company and manages human and financial resources in accordance with the strategic plan;
- Has a good working knowledge of the Company's industry and market and keeps up-to-date with its core business purpose;
- Directs, evaluates, and guides the work of the key officers of the Company;
- Manages the Company's resources prudently and ensures a proper balance of the same;
- Provides the Board with timely information and interfaces between the Board and the employees;
- Builds the corporate culture and motivates the employees of the Company; and
- Serves as the link between internal operations and external stakeholders.

Trainings

2-17

Shell Pilipinas provides training for Directors, including an orientation program for first-time Directors and relevant annual continuing training for all Directors, in accordance with the Revised Corporate Governance Manual.

Leading with Integrity

2-18

The Board of Directors follows the best practices in corporate governance as laid down in Shell Pilipinas' Revised Manual on Corporate Governance and complies with the local Code of

Corporate Governance for Publicly Listed Companies, in line with the G20/OECD Principles of Corporate Governance, as well as the ASEAN Corporate Governance Scorecard.

Board of Directors Evaluation

Shell Pilipinas Corporation undertakes an annual evaluation of the Board's performance, its respective Committees, individual Directors, and the President and Chief Executive Officer. This evaluation serves as a structured mechanism for assessing the Corporation's governance practices, identifying opportunities for improvement, and continually advancing the Corporation's overall standards of corporate governance. The Corporate Governance Committee tabulates and presents the results to the Board. Every three years, an external facilitator conducts the assessment in compliance with the Code of Corporate Governance for publicly listed companies.

Business Assurance Letters

At the close of every year, business managers sign off on their respective Business Assurance Letters, addressed to the President and CEO, assuring that there have been no incidents of non-compliance or breaches of trust. Likewise, both the President and Chief Executive Officer and the Corporate Audit and Assurance Manager issue an attestation on the effectiveness of internal controls.

Board Audit and Risk Oversight Committee (BARC) Controls Assessment Statement

Based on the results of control self-assessments, risk-based assurance reviews, reliance on the work of SGV & Co., the Company's external auditor, in connection with the audit of the December 31, 2025 financial statements, and the assurance provided by the Corporate Assurance and Audit Department (CAAD) through its audit activities, the Committee concluded that Shell Pilipinas' systems of internal control, risk management, compliance, and governance processes were adequate and effective as of December 31, 2025.



Corporate Governance, continued



Investor Briefings

Shell Pilipinas maintains open and transparent engagement with investors and stakeholders as part of its commitment to good governance, accountability, and timely disclosure. Regular communication supports informed decision-making and cultivates trust in the Company's performance and long-term strategy.

To provide timely updates, the Company conducts quarterly investor briefings via webcast on Zoom, led by senior management, including the CEO. These sessions present financial and operational results, highlight key developments, and offer insights into business performance and strategic priorities, with opportunities for dialogue and clarification.

Complementing these engagements, Shell Pilipinas publishes its Annual and Sustainability Report (ASR) and has recently transitioned to an Integrated Report (IR), in alignment with international reporting standards. The report presents year-on-year performance, key achievements, strategic direction, and sustainability progress, serving as a comprehensive reference for investors and stakeholders. Annual Stockholders' Meetings further provide a formal platform to review financial results, sustainability objectives, and the Company's overall strategy.

All disclosures are made in full compliance with the requirements of the Securities and Exchange Commission (SEC) and the Philippine Stock Exchange (PSE). Regulatory filings and relevant information are submitted on a timely basis and made accessible through the Company's website to ensure transparency and regulatory compliance.

Sustainability Governance and Reporting

2-16

The Board establishes a clear and focused policy on non-financial disclosures, with an emphasis on the management of the Company's economic, environmental, social, and governance issues. The Company also adopts a globally recognized standard or framework in reporting sustainability and non-financial disclosures. Committees on the Board also monitor, review, evaluate, and aim to ensure that the Company, its officers, and directors are in compliance with all applicable laws, provisions, and requirements of the Company's Revised Corporate

Governance Manual, rules and regulations, and all governance issuances of regulatory agencies, including policies that address environmental and social factors affecting the industry.

In addition, consolidated stakeholder concerns and feedback regarding ESG matters are forwarded to the ASR Committee, which conducts a materiality assessment process every two years. The sustainability efforts of Shell Pilipinas are disclosed regularly and transparently through the Annual Sustainability Reports (ASR). This reporting cycle also marks the Company's first publication of an Integrated Report.

Annual Stockholders' Meeting

Shell Pilipinas Corporation implements appropriate measures to safeguard stockholders' rights to vote and to participate fully in its Stockholders' Meetings. On May 13, 2025, the Corporation convened its Annual Stockholders' Meeting through the Shell Operated Webcast, enabling stockholders to participate via remote communication and to cast their votes either in absentia, through electronic voting, or by proxy. Designated communication channels were made available throughout the meeting to allow stockholders to submit live questions and actively engage in the meeting.

Tax and Economic Performance

3-3, 207-1, 207-2

As an importer, the Company operates in an environment exposed to foreign exchange volatility and global commodity price movements. The Company actively manages these risks through disciplined importation planning, timing strategies, and continuous assessment of projected exchange rate trends, supporting margin stability and cash flow resilience.

In 2025, SPC delivered strong financial performance, reflecting disciplined execution, operational efficiency, and a focused strategy. The Company sustained earnings momentum and achieved a significant free cash flow turnaround, reinforcing balance sheet strength and



Corporate Governance, continued

enhancing its capacity to fund operations, meet obligations, and support long-term value creation. This performance underscores SPC's ability to navigate external volatility while maintaining financial discipline and capital efficiency.

SPC's financial reporting and tax governance are subject to robust oversight by the Board of Directors through the Board Audit and Risk Oversight Committee. The Committee oversees the integrity of financial statements, risk management practices, and internal control systems. In compliance with the Philippine Standards on Auditing, an independent external auditor, duly appointed by shareholders, provides assurance on the fairness and accuracy of the Company's audited financial statements.

To reinforce accountability and control discipline, business managers provide annual Business Assurance Letters, confirming compliance with internal policies, regulatory requirements, and ethical standards. The President and Chief Executive Officer, together with the Corporate Audit and Assurance Manager, certify the adequacy and effectiveness of internal controls over financial reporting. Based on these certifications and audit results, the Board Audit and Risk Oversight Committee assesses the effectiveness of SPC's governance, risk management, and internal control processes.

SPC further builds its internal audit capability through its Corporate Assurance and Audit Department (CAAD), which operates in accordance with the Code of Ethics for Internal Audit Practitioners and the International Standards for the Professional Practice of Internal Auditing. This alignment enhances the independence, objectivity, and quality of assurance activities across the organization.

Dividend Payout

Shell Pilipinas Corporation maintains a dividend policy that targets the distribution of at least 75% of the prior year's audited net income, subject to applicable legal requirements and approval by the Board of Directors. The Board evaluates dividend declarations in the context of the Company's earnings performance, financial position, liquidity, capital requirements, and other relevant considerations to support long-term financial stability.

The Board retains full discretion over the declaration, form, and timing of dividend payments. The payment of future dividends will depend on the Company's financial results, cash flow generation, and investment priorities. For foreign shareholders, the remittance of dividends using Philippine bank-sourced foreign exchange is subject to compliance with Bangko Sentral ng Pilipinas registration requirements and the issuance of the corresponding Bangko Sentral Registration Document.

Enterprise Risk Management

3-3

Shell Pilipinas has risk management policies to ensure that the business operates in the most optimal way to achieve its goals as set out in the Powering Progress strategy. In line with this, SPC's Risk Management Policy explicitly states that management is responsible for implementing, operating, and monitoring the system of internal control, which is designed to provide reasonable but not absolute assurance of achieving business objectives.

The approach to internal control includes several general and specific risk management processes and policies. The primary control mechanisms are self-appraisal processes, combined with strict accountability for results. The Company's capital and debt structure is approved by the Board Audit and Risk Oversight committee to ensure compatibility with our risk appetite.

Visit this link to learn more about how [Shell Pilipinas manages enterprise risk](#).

Cyber Security and Data Privacy

Shell Pilipinas is investing in technologies to protect its business and Information Technology (IT) landscape and prevent cybersecurity incidents. The Company adopts the Line of Defense model, a market-standard risk management framework.

Shell also has a robust global IT incident reporting process and mechanism. Moreover, the Company is continually building its recovery-readiness capabilities to enable rapid recovery from any incident and to thrive in new circumstances after the event has passed.

Additionally, Shell cyber defence experts assess potentially damaging cyber threats, identify and remediate system vulnerabilities, and leverage threat intelligence and network scanning data. They also continuously monitor the Shell IT network for patterns of abnormal behavior, and when an incident is detected, assess its impact and take action to contain and remediate the issue.

Cyber actors, attack methods, and targets are evolving and becoming more sophisticated. Given this, Shell Pilipinas has the Think Secure Program, which trains its staff members on Cyber Fundamentals, a guideline for employees.

In 2025, there were no cybersecurity breaches in Shell Pilipinas. Shell Pilipinas aims to protect and manage personal data in a professional, lawful, and ethical manner. Personal data is any information, on a physical document or in electronic form, relating to an identified or identifiable individual. Shell's Ethics and Compliance Manual outlines how the Company must implement Group requirements for compliance with Data Privacy laws. Also, SPC is governed by Shell's Binding Corporate Rules (BCR), which reflect the EU's General Data Protection Regulation (GDPR), as well as other requirements that are stricter than the BCR. There have been no data privacy-related incidents noted in 2025.

Supplier Assessments

3-3, 414-1, 414-2

Shell Pilipinas ensures that its business relationships, including with suppliers, follow high levels of business integrity. The Company has a contracting and procurement process in place for supplier engagements. Suppliers are vetted for risks related to HSSE, worker welfare, trade compliance, data privacy, and ethics and compliance. They also undergo a Supplier Financial Risk Assessment as part of the Company's due diligence process.

In addition, suppliers may be vetted for their human rights and social performance, geopolitical risks, and business relationships.



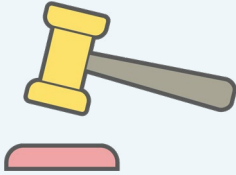
Corporate Governance, continued

Guided by Our Principles

2-23, 2-24, 2-27, 3-3, 206-1, 205-2, 205-3, EM-RM-530a.1, EM-EP-510a.2, EM-EP-530a.1



Employees receive regular communication and training on the Company's anti-corruption policies and procedures.



During the reporting period, there were no legal cases involving corruption, anti-competitive conduct, antitrust, or monopoly practices.



No reported instances of non-compliance with applicable environmental, social, or economic regulations.

Shell General Business Principles

The Shell General Business Principles (SGBP) define the Company's responsibilities to shareholders, customers, employees, business partners, and society, and serve as the foundation for how Shell Pilipinas conducts business. They establish clear expectations for ethical conduct grounded in honesty, integrity, and respect for people. Embedded within these principles is the Company's commitment to sustainable development, balancing short- and long-term priorities and integrating economic, environmental, and social considerations into decision-making at all levels. These principles apply to all Shell employees, contractors, and individuals working in joint ventures operated by the Company. To ensure they are consistently understood and applied, Shell Pilipinas implements a range of measures to embed the SGBP across the organization. This includes regular training, awareness-building initiatives, and open discussions that encourage employees to raise and navigate ethical dilemmas encountered in their day-to-day work.

Shell Code of Conduct

The Shell Code of Conduct sets out the standards of behavior expected of employees, contractors, and all individuals acting on behalf of the Company, translating the Shell General Business Principles into clear, practical guidance. It addresses key areas including safety, anti-bribery and corruption, fair competition, and respect for human rights. Shell Pilipinas provides multiple confidential channels for raising concerns or reporting potential breaches, including an independently operated global helpline that allows for anonymous reporting, and strictly enforces a non-retaliation policy to protect anyone who raises concerns in good faith.

Shell Ethics and Compliance Manual

Ethical conduct at Shell Pilipinas is guided by the Shell Ethics and Compliance Manual, which provides a comprehensive framework for complying with applicable laws and regulations. The manual sets clear requirements across key areas, including anti-bribery and corruption, anti-money laundering, tax evasion prevention, competition law, data privacy, and trade compliance. Through practical guidance, advisory support, and targeted training, it helps employees understand their responsibilities and make sound, ethical decisions in line with legal and regulatory expectations.

Shell Global Helpline

Multiple confidential reporting channels are available to employees, contractors, and third parties to raise concerns or report potential violations of the Code of Conduct, including the option to report through an independently operated global helpline. To encourage openness and accountability, the Company strictly enforces a non-retaliation policy that safeguards individuals who report concerns in good faith.



Corporate Governance, continued

Anchored by Our Policies

2-15, 205-1, EM-RM-530a.1, EM-EP-530a.1

The Company aligns its practices with Philippine national laws and regulations, as well as international laws or legislations with international effect.

Anti-bribery and Anti-corruption. The Company has a zero-tolerance policy on the payment of bribes, facilitation payments, and political payments. It follows national and international laws prohibiting bribery and corruption. These include the Revised Penal Code, Anti-Graft and Corrupt Practices Act of the Philippines, the Foreign Corrupt Practices Act of the United States, and the Bribery Act of the United Kingdom.

Visit this link to learn more about our [Anti-Corruption, Bribery & Extortion Policy](#).

Gifts and Acts of Hospitality. The Ethics and Compliance Manual provides guidelines on acceptable gifts and acts of hospitality, subject to recording requirements in the online Code of Conduct Register.

Conflict of Interest. Shell Pilipinas requires employees to declare perceived, potential, or actual conflicts of interest in the online Code of Conduct Register, subject to proper mitigations when necessary.

Data Privacy. Respecting privacy and protecting data are important parts of good business practice. The Company adheres to a data privacy manual in accordance with the General Data Protection Regulation of the European Union and the Philippines' Data Privacy Act of 2012 and its implementing rules and regulations. Its privacy compliance framework is governed by the Binding Corporate Rules approved by the privacy regulatory authorities.

Whistleblowing Policy. Employees are duty-bound to report a potential Code of Conduct incident via our Global Helpline, their line manager, or any Company leader, the Country Ethics & Compliance Manager, legal counsels, or Human Resources. Anyone can access [Shell Global Helpline](#) to report ethical or compliance incidents, even anonymously, by calling the US Call Collect No. +1 800-1-322-0377 or accessing the website directly for more information.

Shell Pilipinas will not tolerate any form of retaliation directed at anyone who raises a concern in good faith about a possible violation or participates in any investigation. Any act or threat of retaliation against such employees will be treated as a serious violation of the Code of Conduct.

Corporate Disclosure Policy. The Company complies with the reporting requirements under the Securities Regulations Code and its implementing rules and regulations, the Philippine Stock Exchange Listing and Disclosure Rules, and its own Revised Corporate Disclosure Guide.

The Board of Directors ensures full disclosure of material information about the Company, with an increasing focus on non-financial and sustainability reporting. Additionally, the Company publishes an Integrated Annual Corporate Governance Report.

Insider Dealing. Compliance with the Securities Dealing Code is compulsory for every employee. Those with access to inside information about the Company, another Philippine publicly listed Company, or a traded commodity or commodity derivative must not engage in any dealings until such information is available to other market participants or publicly disclosed.

Creditors' Rights. Shell Pilipinas Corporation recognizes its creditors as essential stakeholders and remains firmly committed to upholding and safeguarding their rights at all times. In line with this commitment, SPC shall ensure full compliance with all outstanding obligations in accordance with the covenants to which it is bound.





ANNEXES

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Management's Discussion and Analysis

Financial condition as of the year ended 31 December 2025 compared to the year ended 31 December 2024

The following is a discussion of Shell Pilipinas' current and non-current assets and liabilities as of the year ended 31 December 2025 compared to the year ended 31 December 2024.

Current assets

Shell Pilipinas' current assets decreased from ₱44,626.3 million as of 31 December 2024 to ₱42,710.6 million as of 31 December 2025 primarily due to the following:

Trade and other receivables decreased by ₱905.8 million, or 5.1% from ₱17,670.7 million as of 31 December 2024 to ₱16,764.9 million as of 31 December 2025 primarily driven by the decrease in fuel products prices globally.

Inventories decreased by ₱9.9 million, or 0.1% from ₱14,857.6 million as of 31 December 2024 to ₱14,847.7 million as of 31 December 2025, substantially flat versus last year due to continuous efforts to maintain optimum inventory levels.

Prepayments and other current assets decreased by ₱757.1 million, or 8.4% from ₱8,974.7 million as of 31 December 2024 to ₱8,217.6 million as of 31 December 2025 mainly driven by the reclassification of certain refundable CWT to non-current assets, reduction in duty drawbacks related to specific tax refunds and the utilization of CWT against income tax liabilities.

Cash decreased by ₱182.0 million, or 6.1% from ₱2,958.0 million as of 31 December 2024 to ₱2,776.0 million as of 31 December 2025 mainly driven by higher year-end intra-group settlements, urgent third-party payments, and slider collections received in early January 2026.

Current financial assets decreased by ₱60.9 million or 36.9% from ₱165.3 million as of 31 December 2024 to ₱104.4 million as of 31 December 2025 mainly driven by the fair value of the derivative assets from outstanding commodity forward contracts.

Non-Current Assets

Shell Pilipinas' non-current assets increased from ₱72,481.5 million as of 31 December 2024 to ₱75,312.1 million as of 31 December 2025 primarily due to the following:

Long-term receivables, rentals and investments, net increased by ₱3,582.6 million, or 23.5% from ₱15,248.2 million as of 31 December 2024 to ₱18,830.8 million as of 31 December 2025 mainly driven by the reclassification of certain refundable CWT from current assets, higher claims from government and customer grants.

Other assets increased by ₱830.9 million, or 15.2% from ₱5,455.4 million as of 31 December 2024 to ₱6,286.3 million as of 31 December 2025 mainly driven by increase in pension assets.

Property, plant and equipment, net decreased by ₱890.7 million, or 3.0% from ₱30,070.0 million as of 31 December 2024 to ₱29,179.3 million as of 31 December 2025 mainly due to impairment loss arising from nature-based solutions project and other asset disposals.

Right to use assets net, decreased by ₱432.9 million, or 2.4% from ₱17,954.2 million as of 31 December 2024 to ₱17,521.4 million as of 31 December 2025 mainly attributable to the extension of the useful life of ARO assets and reduction in asset retirement cost estimates. This is partially offset by additions and renewals of lease contracts.

Deferred income tax assets, net, decreased by ₱211.3 million, or 8.4% from ₱2,506.6 million as of 31 December 2024 to ₱2,295.3 million as of 31 December 2025 primarily due to movements

in pension funds, asset retirement obligation and asset impairment. This is partially offset by deferred tax assets arising from lease liabilities.

Non-current financial assets representing investment at FVOCI decreased by ₱27.1 million, or 2.3% from ₱1,182.1 million as of December 2024 to ₱1,154.9 million as of December 2025 mainly driven by proprietary club shares and equity securities which are carried at fair value.

Current Liabilities

Shell Pilipinas' current liabilities decreased from ₱50,538.2 million as of 31 December 2024 to ₱43,220.4 million as of 31 December 2025 primarily due to the following:

Short-term loans decreased by ₱7,541.0 million, or 28.1% from ₱26,881.0 million as of 31 December 2024 to ₱19,340.0 million as of 31 December 2025 primarily due to term-up of short-term loan into medium-term drawn in June 2025. Also, the stronger cash generation allowed the Company to repay portion of its short-term loans.

Trade and other payables increased by ₱223.2 million, or 0.9% from ₱23,639.7 million as of 31 December 2024 to ₱23,862.9 million as of 31 December 2025 primarily driven by higher related party payables. This is partially offset by decrease in asset retirement obligations resulting from the extension of lease expiry dates and reduction in asset retirement cost estimates.

Non-Current Liabilities

Shell Pilipinas' non-current liabilities increased from ₱34,388.7 million as of 31 December 2024 to ₱40,028.7 million as of 31 December 2025 primarily due to the following:

Long term debt increased by ₱5,000.0 million, or 33.3% from ₱15,000.0 million as of 31 December 2024 to ₱20,000.0 million as of 31 December 2025 due to new medium-term loan drawn in June 2025 with a 5-year duration.

Lease liabilities, increased by ₱776.5 million, or 4.8% from ₱16,232.6 million as of 31 December 2024 to ₱17,009.1 million as of 31 December 2025 primarily driven by additions of lease contracts.

Provisions decreased by ₱173.7 million, or 7.3% from ₱2,376.2 million as of 31 December 2024 to ₱2,202.4 million as of 31 December 2025 primarily driven by the reduction in asset retirement cost estimates and settlement of long outstanding legal provision.

Equity

Shell Pilipinas' total equity increased from ₱32,180.8 million as of 31 December 2024 to ₱34,773.6 million as of 31 December 2025 primarily due to the following:

Retained earnings increased by ₱2,109.6 million, or 33.9% from ₱6,221.3 million of 31 December 2024 to ₱8,330.9 million as of 31 December 2025 primarily due to the increase in profits during the year.

Remeasurement Gains (Losses) on Defined Benefit Plans increased by ₱530.9 million or 32.0% from ₱1,660.6 million as of December 2024 to ₱2,191.4 million as of December 2025 mainly driven by valuation changes arising from the latest actuarial remeasurement of the defined benefit plans, notably the increase in the discount rate.



Management's Discussion and Analysis, continued

Results of operations for the year ended 31 December 2025 compared to the year ended 31 December 2024

Net sales decreased by ₱12,432.8 million, or 5.1%, from ₱243,565.8 million for the year ended 31 December 2024 to ₱231,133.0 million for the year ended 31 December 2025 primarily due to lower pump prices driven by the general decrease in global oil prices.

Cost of sales decreased by ₱12,888.6 million, or 5.8% from ₱221,324.1 million for the year ended 31 December 2024 to ₱208,435.5 million for the year ended 31 December 2025 driven by decrease in average global fuel prices for petroleum product from ~\$90/bbl as of 31 December 2024 to ~\$81/bbl by end of 31 December 2025.

Gross profit increased by ₱455.8 million, or 2.0% from ₱22,241.7 million for the year ended 31 December 2024 to ₱22,697.5 million for the year ended 31 December 2025 mainly due to growth in marketing margins and volume growth in Commercial/B2B businesses.

Selling, General and Administrative expenses increased by ₱670.4 million, or 3.9% from ₱17,022.0 million for the year ended 31 December 2024 to ₱17,692.4 million for the year ended 31 December 2025 primarily due to increase in repair and maintenance cost, lease depreciation and staff related cost. This is partially offset by the decrease in outside services and advertising and promotions.

Impairment loss increased by ₱572.8 million, or 100.0%, from nil for the year ended 31 December 2024 to ₱572.8 million for the year ended 31 December 2025. The impairment recognized in 2025 resulted from the discontinuation of the Company's nature-based project, driven by negative future cash flows arising from lower expected carbon credit generation and higher projected operating costs.

Other operating losses (income) net increased by ₱1,189.7 million, or 142.1%, from ₱837.5 million income for the year ended 31 December 2024 to ₱2,027.2 million income for the year ended 31 December 2025 primarily driven by lower asset retirement obligation costs arising from the extension of lease term and the absence of material asset write-offs in 2025, compared to the prior year when assets related to tail sites were disposed under the Mobility portfolio optimization strategy.

Finance expense decreased by ₱186.1 million, or 4.9%, from ₱3,834.0 million for the year ended 31 December 2024 to ₱3,647.9 million for the year ended 31 December 2025 mainly driven by decrease in borrowings as well as interest and finance charges.

Other income (charges) decreased by ₱282.2 million, or 89.5%, from ₱315.2 million loss for the year ended 31 December 2024 to ₱33.0 million loss for the year ended 31 December 2025, mainly due to reduced foreign exchange volatility during the year, coupled with the foreign exchange hedging starting August 2025.

Net Income After Tax for the period increased by ₱859.5 million or 68.7% from an income of ₱1,250.2 million for the year ended 31 December 2024 to an income of ₱2,109.6 million for the year ended 31 December 2025. This was due to higher core earnings and lower one-off charges, partially offset by an increase in inventory holding loss.

Core income increased by ₱722.5 million, or 27.6% from ₱2,621.3 million for the year ended 31 December 2024 to ₱3,343.8 million for the year ended 31 December 2025 mainly due to higher marketing earnings and volume growth in Commercial/B2B businesses.

EBITDA increased by ₱965.8 million, or 8.8% from ₱11,022.6 million for the year ended 31 December 2024 to ₱11,988.4 million for 31 December 2025 mainly due to growth in marketing earnings and lower one-off charges.

SUMMARY FINANCIAL AND OPERATING INFORMATION

Shell Pilipinas' selected financial data as of and for the years ended 31 December 2023, 2024 and 2025 was derived in each case from the audited financial statements of the Company.

KEY FINANCIAL RATIOS AND OPERATING DATA

Key financial ratios

	As of/for the year ended 31 December		
	2023	2024	2025
Current ratio ¹	0.8	0.9	1.0
Acid test ratio ²	0.4	0.4	0.5
Solvency ratio ³	10.7%	12.8%	13.7%
Debt to equity ratio ⁴	1.3	1.3	1.1
Debt ratio ⁵	0.3	0.3	0.3
Return on assets ⁶	1.0%	1.1%	1.8%
Return on equity ⁷	4.0%	4.0%	6.3%
Return on average capital employed ⁸	8.1%	8.0%	8.7%
Return on core average capital employed ⁹	10.4%	10.4%	10.9%

¹ Current ratio is computed by dividing current assets over current liabilities.

² Acid test ratio is computed by dividing current assets net of prepayments and inventories over current liabilities

³ Solvency ratio is computed by dividing net operating income after tax over total liabilities

⁴ Debt to equity ratio is computed by dividing net debt (short-term borrowings and loans payable less cash) by equity (exclusive of other reserves).

⁵ Debt ratio is computed as net debt divided by total assets.

⁶ Return on assets is computed as profit (loss) for the period divided by total assets.

⁷ Return on equity is computed as profit (loss) for the period divided by equity (exclusive of other reserves).

⁸ Return on average capital employed is defined as EBIT as a percentage of the average capital employed for the period. Capital employed consists of total equity, short-term borrowings and loans payable. Average capital is calculated as the mean of the opening and closing balances of capital employed for that period.

⁹ Return on core average capital employed is defined as EBIT adjusted for COSA adjustment & one-off items and as a percentage of the average capital employed for the period. Capital employed consists of total equity, short-term borrowings and loans payable. Average capital is calculated as the mean of the opening and closing balances of capital employed for that period.



Management's Discussion and Analysis, continued

Key operating data

	As of/for the year ended 31 December		
	2023	2024	2025
Mobility volumes sold (million litres) ¹	2,241	2,197	2,196
Commercial volumes sold (million litres) ²	1,755	1,687	1,752
Others (million litres) ³	48	44	33

Note:

- ¹ Mobility volumes sold indicates the total volume of fuels and lubricants sold through the mobility business for the period.
- ² Commercial volumes sold indicates the total volume of wholesale commercial fuel, jet fuel, lubricants and specialities sold for the period.
- ³ Others volume sold indicates the total volume of the refinery (in 2020) and supply for the period.

OTHER FINANCIAL DATA

(All amounts in thousand Philippino pesos, except earnings per share)

	Financial year 2025	Financial year 2024
Net sales	231,132,986	243,565,780
Cost of sales	(208,435,496)	(221,324,105)
Gross profit	22,697,490	22,241,675
Selling, general and administrative expenses	(17,692,416)	(17,022,029)
Asset Impairment losses	(572,783)	-
Other operating income, net	2,027,200	837,508
Income from operations	6,459,491	6,057,154
Finance expense	(3,647,893)	(3,833,985)
Other charges	(32,964)	(315,183)
Income before income tax	2,778,634	1,907,986
Provision for income tax	(668,989)	(657,812)
Net income	2,109,645	1,250,174
Earnings per share – Basic and Diluted	1.31	0.77

Known trends, demands, developments, commitments, events or uncertainties that will have a material impact on the issuer's liquidity

The ongoing conflict in the Middle East is a very dynamic situation and has resulted in several uncertainties on businesses and institutions worldwide. The scale and duration of these developments remain uncertain as of April 10, 2026 but could impact the Company's earnings, cash flow and financial condition. The Company is closely monitoring the situation and will communicate to its stakeholder as appropriate.

Any events that will trigger direct or contingent financial obligation that is material to the Shell Pilipinas, including any default or acceleration of an obligation.

There are no identified material or significant events during the reporting period that may trigger direct or contingent financial obligation to Shell Pilipinas. The Company's pending legal cases are discussed in Note 27 of the Audited Financial Statements.

Material off-balance-sheet transactions, arrangements, obligations (including contingent obligations) and other relationships of Shell Pilipinas with unconsolidated entities or other persons created during the reporting period.

Shell Pilipinas does not have any off-balance sheet arrangements with unconsolidated entities.

Capital Expenditures

For the year 2025, a budget of ~P2 to 3 billion has been allotted for capital expenditures, subject to additional spend deemed necessary by the Company in order to accelerate growth and enhance supply chain operations. Bulk of the capital expenditures will be allocated to build new mobility stations and growth projects, and the improvement of existing supply and distribution facilities.

Known trends, events, or uncertainties that have had or that are reasonably expected to have a material favorable or unfavorable impact on Net Sales/Income from continuing operations

Global developments, particularly volatility in oil prices and foreign exchange, will continue to impact SPC's financial performance.

Any significant elements of income or loss that did not arise from the registrant's continuing operations

There are no material elements of income or loss that did not arise from the registrant's continuing operations during the period.

Any seasonal aspects that had material effect on the financial condition or results of operations

There are no seasonal aspects that have material effect on the financial condition or results of operations during the period.

Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

The accounting firm of Sycip Gorres Velayo & Co. (EY Philippines) was appointed as the external auditor of Shell Pilipinas for the year ended 31 December 2016 following the appointment of Ernst & Young as Group Auditor for Shell Plc on 12 May 2016 and continued as the external auditor for 31 December 2025.

There are no disagreements with auditors on any matter of accounting principles or practices, financial statement disclosure, or auditing scope or procedure.



Independent Auditor's Report



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 6760 Ayala Avenue Fax: (632) 8819 0872
 1226 Makati City sg.v.ph
 Philippines

Shell Pilipinas Corporation
 41st floor, The Finance Centre, 26th Street corner 9th Avenue
 Bonifacio Global City, Brgy. Fort Bonifacio, Taguig City,
 Metro Manila

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Shell Pilipinas Corporation (the Company), which comprise the statements of financial position as at December 31, 2025 and 2024, and the statements of income, statements of comprehensive income, statements of changes in equity and statements of cash flows for each of the three years in the period ended December 31, 2025, and notes to the financial statements, including material accounting policy information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2025 and 2024, and its financial performance and its cash flows for each of the three years in the period ended December 31, 2025 in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

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

Key Audit Matters

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

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

Assessment of provisions and contingencies for tax cases and recoverability of claims from the government

The Company is involved in legal proceedings and assessments for excise tax arising from importations of Catalytic Cracked Gasoline (CCG), Light Catalytic Cracked Gasoline (LCCG) and Alkylate.

This matter is significant to our audit because the determination of whether any provision should be recognized and the estimation of the potential liability resulting from these tax assessments require significant judgment by management. The inherent uncertainty over the outcome of these tax matters is brought about by the differences in the interpretation and implementation of the relevant laws and tax rulings.

In addition, the Company has claims from the government relating to excise duties paid under protest for Alkylate shipments amounting to ₱4.55 billion as at December 31, 2025. We considered this as a key audit matter because of the materiality of the amount involved, and the significant management judgment required in assessing whether there is any indication of impairment and the estimation of the impairment loss, if any.

The Company's disclosures on these matters are included in Notes 9 and 27 to the financial statements.

Audit response

We discussed with management the status of the tax assessments and claims from the government, and opinions of the Company's external legal counsel. We involved our internal specialist in the evaluation of management's assessments on whether any provision for tax contingencies and impairment loss on the claims from the government should be recognized and the estimation of such amounts. We obtained management's assessment on whether there is any indication that the claims from the government may be impaired. We evaluated the tax position of the Company by considering the relevant tax laws, rulings, and jurisprudence.

Other Information

Other information consists of the information included in the SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2025, but does not include the financial statements and our auditor's report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2025 are expected to be made available to us after the date of this auditor's report. Management is responsible for these other information.

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



Independent Auditor's Report, continued



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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

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

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

Report on the Supplementary Information Required Under Revenue Regulations 15-2010

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information required under Revenue Regulations 15-2010 in Note 31 to the financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of Shell Pilipinas Corporation. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.



Independent Auditor's Report, continued

The engagement partner on the audit resulting in this independent auditor's report is Marco Rene A. Barredo.

SYCIP GORRES VELAYO & CO.

Marco Rene A. Barredo

Marco Rene A. Barredo
Partner



March 25, 2026





Independent Auditor's Report, continued



INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULES

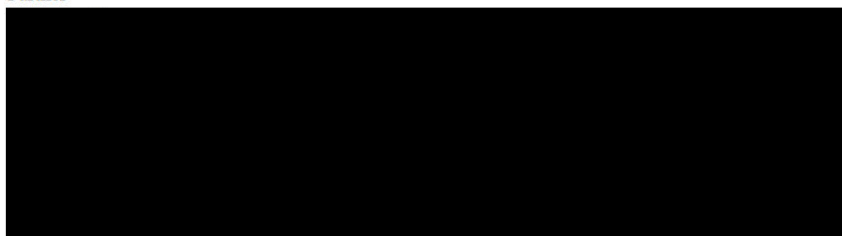
The Stockholders and the Board of Directors Shell Pilipinas Corporation
41st floor, The Finance Centre, 26th Street corner 9th Avenue
Bonifacio Global City, Brgy. Fort Bonifacio, Taguig City, Metro Manila

We have audited in accordance with Philippine Standards on Auditing, the financial statements of Shell Pilipinas Corporation (the Company), as at December 31, 2025 and 2024, and for each of the three years in the period ended December 31, 2025, and have issued our report thereon dated March 25, 2026. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Supplementary Schedules are the responsibility of the Company's management. These schedules are presented for purposes of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the financial information required to be set forth therein in relation to the basic financial statements taken as a whole.

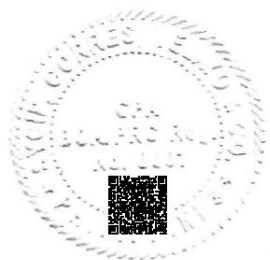
SYCIP GORRES VELAYO & CO.

Marco Rene A. Barredo

Marco Rene A. Barredo
Partner



March 25, 2026





Independent Auditor's Report, continued



INDEPENDENT AUDITOR'S REPORT ON COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

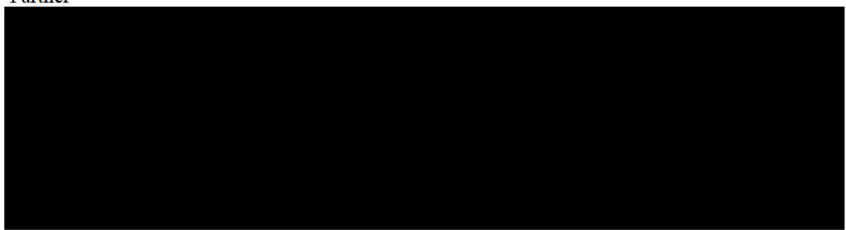
The Stockholders and the Board of Directors Shell Pilipinas Corporation
41st floor, The Finance Centre, 26th Street corner 9th Avenue
Bonifacio Global City, Brgy. Fort Bonifacio, Taguig City, Metro Manila

We have audited in accordance with Philippine Standards on Auditing, the financial statements of Shell Pilipinas Corporation (the Company), as at December 31, 2025 and 2024, and for each of the three years in the period ended December 31, 2025, and have issued our report thereon dated March 25, 2026. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Supplementary Schedules are the responsibility of the Company's management. These schedules are presented for purposes of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material aspects, the financial information required to be set forth therein in relation to the basic financial statements taken as a whole.

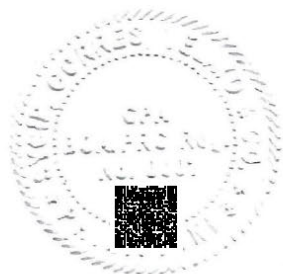
SYCIP GORRES VELAYO & CO.

Marco Rene A. Barredo

Marco Rene A. Barredo
Partner



March 25, 2026





Attestation of Internal Control

March 12, 2026

The Board Audit and Risk Oversight Committee ("Committee") Shell Pilipinas Corporation

2025 ATTESTATION OF INTERNAL CONTROL

The Corporate Assurance and Audit Department (CAAD) had reviewed the adequacy and effectiveness of the overall internal control system of Shell Pilipinas Corporation (SPC or Company) for the year ended December 31, 2025. The review covered all material controls, including financial, operational, and compliance controls.

The review approach was based on the results of the SPC Management Business Assurance Letter (BAL) process and the various assurance activities undertaken within the Company for the year ended December 31, 2025. Management's response to controls self-assessment, in line with the BAL process, was either a "qualification", "commentary", or "no issue". Responses to the Business Assurance Letter were validated by CAAD in conjunction with the results of the various assurance activities, which were risk-based and were not intended to cover all areas of SPC nor all possible risks. The risk-based assurance plan was approved by, and the results were reported to the Committee. CAAD activities conform with the International Standards for the Professional Practice of Internal Auditing and are continuously evaluated through internal and external assessments.

Based on the results of control self-assessments, risk-based assurance reviews, and the reliance on the work of Sycip, Gorres, Velayo & Co. (SGV & Co.), the Company's external auditor, on their audit of the Company's December 31, 2025 financial statements, we conclude that, to the best of our knowledge and confidence, SPC's system of internal control is generally adequate and effective.

Sincerely yours,

Lorelie Q. Osial
President and Chief Executive Officer

Erwin R. Riñon
Corporate Assurance Manager



Report of the Board Audit and Risk Oversight Committee to the Board of Directors

The Board of Directors

Shell Pilipinas Corporation

In compliance with the Board Audit and Risk Oversight Committee (BARC) Charter and Corporate Governance Manual, the Committee confirms the following:

- An independent director chairs the BARC; three of the five members are independent directors; all the members are not executives of Shell Pilipinas;
- The Committee held four meetings in 2025 and had complete attendance
- The Committee reviewed the quarterly risk visual and the corresponding risk mitigations;
- The Committee discussed and confirmed the independence of the external auditor and internal auditor;
- The Committee reviewed and approved the internal audit plan to ensure its conformity with the objectives of the company, including the audit scope, resources, and budget necessary to implement it;
- The Committee reviewed the reports of the Internal Auditors and understood management's commitment in implementing appropriate corrective actions promptly, including addressing governance, risk management, internal controls system, and compliance issues;
- The Committee, in consideration of management's recommendation, recommended to the Board of Directors the re-appointment of SGV & Co. as independent external auditor for 2026, based on the review of their performance and qualifications;
- The Committee reviewed and approved all audit and audit-related services provided by SGV & Co. to the Company and the related fees for such services;
- The Committee discussed and approved the overall scope and the audit plans of SGV & Co. and reviewed the results of the audits and their assessment of the overall quality of the financial reporting process;
- The Committee reviewed the quarterly and the annual financial statements of the Company, including Management's Discussion and Analysis of Financial Condition and Results of Operations as of and for the year ended December 31, 2025;
- The Committee discussed the financial results with Company's management, which has the primary responsibility for the financial statements and with SGV & Co., who expresses an opinion on the conformity of the audited financial statements with Philippine Financial Reporting Standards; and
- Based on the BARC's review and in reliance on the reports of Internal Auditors and Independent Auditors including management's representations, the Committee confirmed that there is reasonable assurance that the governance, risk management, and internal controls system including financial reporting controls of the Company are adequate and effective

Based on the reviews and discussions undertaken in the year 2025, within the limits of the Committee's scope and responsibilities aforementioned, the BARC recommends to the Board of Directors the filing of the Company's audited financial statements for the year ended December 31, 2025, with the Securities and Exchange Commission, and for its inclusion in the Company's Annual Report to Stockholders.

Respectfully submitted.

March 19, 2026

Mr. Edgar Chua
Chairman/Independent Director

Mr. Luis C. la Ó
Member/Non-Executive Director

Dr. Lydia Echaz
Member/Independent Director

Mr. Amando Tetangco Jr.
Member/Independent Director

Ms. Rafidah Jumal
Member/Non-Executive Director



Management's Responsibility for Financial Statements

SECURITIES AND EXCHANGE COMMISSION

Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City, 1307

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of **Shell Pilipinas Corporation** is responsible for the preparation and fair presentation of the financial statements, which comprise the statements of financial position as at December 31, 2025 and 2024, and the statements of income, statements of comprehensive income, statements of changes in equity and statements of cash flows for each of the three years in the period ended December 31, 2025, 2024 and 2023, and schedules attached therein, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Min Yih Tan
Chairman of the Board

Signed this 25th day of March 2026



Lorelie Quiambao-Osial
President and Chief Executive Officer

Signed this 25th day of March 2026

Reynaldo P. Abilo
*Vice-President – Finance, Treasurer
and Chief Risk Officer*



Statements of Financial Position

SHELL PILIPINAS CORPORATION STATEMENTS OF FINANCIAL POSITION

As at December 31

(All amounts in thousand Philippine pesos, except par value per share)

	Note	2025	2024
ASSETS			
Current assets			
Cash	3	2,776,049	2,957,958
Trade and other receivables	4	16,764,870	17,670,684
Inventories	5	14,847,658	14,857,588
Current financial assets	11	104,359	165,284
Prepayments and other current assets	6	8,217,637	8,974,739
Total Current Assets		42,710,573	44,626,253
Noncurrent Assets			
Property, plant and equipment	7	29,179,304	30,070,028
Right to use assets	8	17,521,358	17,954,214
Long term receivables and rentals	9	18,830,836	15,248,224
Deferred tax assets	10	2,295,255	2,506,589
Non-current financial assets	11	1,154,948	1,182,078
Investments in associates	12	44,139	64,979
Other assets, net	13	6,286,267	5,455,399
Total Noncurrent Assets		75,312,107	72,481,511
TOTAL ASSETS		118,022,680	117,107,764
LIABILITIES AND EQUITY			
Current Liabilities			
Trade and other payables	14	23,862,894	23,639,699
Short term loans	15	19,340,000	26,881,000
Dividends payable		17,536	17,538
Total Current Liabilities		43,220,430	50,538,237
Noncurrent Liabilities			
Lease liabilities	8	17,009,080	16,232,620
Loans payable	16	20,000,000	15,000,000
Provisions	17	2,202,446	2,376,183
Other liabilities		817,172	779,882
Total Noncurrent Liabilities		40,028,698	34,388,685
TOTAL LIABILITIES		83,249,128	84,926,922
Equity			
Share capital - P1 par value	18	1,681,058	1,681,058
Share premium	18	21,857,677	21,857,677
Treasury shares	18	(507,106)	(507,106)
Retained earnings	19	8,330,911	6,221,266
Remeasurement gains on defined benefit plans	26	2,191,448	1,660,559
Other reserves	11, 26	1,219,564	1,267,388
Total Equity		34,773,552	32,180,842
TOTAL LIABILITIES AND EQUITY		118,022,680	117,107,764

See accompanying Notes to Financial Statements



Statements of Income

SHELL PILIPINAS CORPORATION STATEMENTS OF INCOME

For the years ended December 31

(All amounts in thousand Philippine pesos, except earnings per share)

	Note	2025	2024	2023
NET SALES				
Sale of goods		237,437,285	249,750,177	258,788,786
Sales discounts and rebates		(6,304,299)	(6,184,397)	(5,472,658)
		231,132,986	243,565,780	253,316,128
COSTS AND EXPENSES (INCOME)				
Cost of sales	21	208,435,496	221,324,105	233,176,703
Selling expenses	22	15,523,380	14,825,650	14,782,695
General and administrative expenses	22	2,169,036	2,196,379	2,589,342
Asset impairment losses/(reversal)	7	572,783	-	(997,008)
Other operating income, net	23	(2,027,200)	(837,508)	(1,273,814)
		224,673,495	237,508,626	248,277,918
INCOME FROM OPERATIONS		6,459,491	6,057,154	5,038,210
Finance expense	24	3,647,893	3,833,985	3,725,170
Other charges (income)	24	32,964	315,183	(301,101)
		3,680,857	4,149,168	3,424,069
INCOME BEFORE INCOME TAX		2,778,634	1,907,986	1,614,141
PROVISION FOR INCOME TAX	10	668,989	657,812	431,239
NET INCOME		2,109,645	1,250,174	1,182,902
EARNINGS PER SHARE - BASIC AND DILUTED	20	1.31	0.77	0.73

See accompanying Notes to Financial Statements

Statements of Comprehensive Income

SHELL PILIPINAS CORPORATION STATEMENTS OF COMPREHENSIVE INCOME

For the years ended December 31

(All amounts in thousand Philippine pesos)

	Note	2025	2024	2023
NET INCOME		2,109,645	1,250,174	1,182,902
OTHER COMPREHENSIVE INCOME (LOSS)				
<i>Items not to be reclassified to income or loss in subsequent periods:</i>				
Remeasurement gain on retirement benefits	26	707,852	555,808	58,848
Increase (decrease) in fair value of financial assets at FVOCI	11	(27,130)	284,250	160,970
Income tax effect		(172,894)	(181,589)	(38,858)
TOTAL OTHER COMPREHENSIVE INCOME		507,828	658,469	180,960
TOTAL COMPREHENSIVE INCOME		2,617,473	1,908,643	1,363,862

See accompanying Notes to Financial Statements



Statements of Changes in Equity

SHELL PILIPINAS CORPORATION STATEMENTS OF CHANGES IN EQUITY

For the years ended December 31

(All amounts in thousand Philippine pesos)

	Share Capital (Note 18)	Share Premium (Note 18)	Treasury Shares (Note 18)	Retained Earnings (Note 19)	Other Reserves Share-based Reserve (Note 26)	Remeasurement Reserve Fair value Gain on Defined Benefit Plan (Note 11) (Note 26)	Total	
Balances at 1 January 2023	1,681,058	21,857,677	(507,106)	3,788,190	238,442	671,548	1,199,567	28,929,376
Net income for the year	-	-	-	1,182,902	-	-	-	1,182,902
Increase in fair value of equity through OCI (net of tax amounting to P24,146)	-	-	-	-	-	136,824	-	136,824
Remeasurement gain on retirement benefits (net of tax amounting to P14,712)	-	-	-	-	-	-	44,136	44,136
Total comprehensive income	-	-	-	1,182,902	-	136,824	44,136	1,363,862
Transactions with owners								
Share-based compensation	-	-	-	-	(11,549)	-	-	(11,549)
Balances as at December 2023	1,681,058	21,857,677	(507,106)	4,971,092	226,893	808,372	1,243,703	30,281,689
Net income for the year	-	-	-	1,250,174	-	-	-	1,250,174
Increase in fair value of equity through OCI (net of tax amounting to P42,638)	-	-	-	-	-	241,613	-	241,613
Remeasurement gain on retirement benefits (net of tax amounting to P138,952)	-	-	-	-	-	-	416,856	416,856
Total comprehensive income	-	-	-	1,250,174	-	241,613	416,856	1,908,643
Transactions with owners								
Share-based compensation	-	-	-	-	(9,490)	-	-	(9,490)
Balances at 31 December 2024	1,681,058	21,857,677	(507,106)	6,221,266	217,403	1,049,985	1,660,559	32,180,842
Net income for the year	-	-	-	2,109,645	-	-	-	2,109,645
Decrease in fair value of equity through OCI (net of tax amounting to P4,069)	-	-	-	-	-	(23,061)	-	(23,061)
Remeasurement gain on retirement benefits (net of tax amounting to P176,963)	-	-	-	-	-	-	530,889	530,889
Total comprehensive income	-	-	-	2,109,645	-	(23,061)	530,889	2,617,473
Transactions with owners								
Share-based compensation	-	-	-	-	(24,763)	-	-	(24,763)
Balances at 31 December 2025	1,681,058	21,857,677	(507,106)	8,330,911	192,640	1,026,924	2,191,448	34,773,552

See accompanying Notes to Financial Statements

Statements of Cash Flows

SHELL PILIPINAS CORPORATION STATEMENTS OF CASH FLOWS

For the years ended December 31

(All amounts in thousand Philippine pesos)

	Note	2025	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES				
Income before income tax		2,778,634	1,907,986	1,614,141
<i>Adjustments for:</i>				
Depreciation and amortization	7, 8, 13	5,568,968	5,283,553	5,264,529
Interest and finance charges	24	3,647,893	3,833,985	3,725,170
Remeasurement of asset retirement obligation (ARO)	23	(679,555)	(216,480)	204,359
Impairment losses (reversal) of asset	7	572,783	-	(997,008)
Share-based reserve	26	235,610	195,173	127,372
Loss (gain) on disposal of property and equipment	23	235,703	(24,795)	52,808
Movements in pension	26	(140,060)	(102,499)	(160,818)
Gain on lease pre-termination	23	(134,332)	(285,610)	-
Share in profit of associates	23	(106,691)	(108,338)	(90,979)
Unrealized mark to market loss (gain), net	23	63,929	(55,434)	114,003
Unrealized foreign exchange loss (gain), net	24	33,759	(66,345)	(68,411)
Amortization of prepaid lease payments		12,022	4,990	3,513
Interest income	24	(7,084)	(2,902)	(2,454)
Write-off of assets	23	1,146	1,129,059	-
Reversal of provision for legal case	17	-	-	(218,090)
Working capital changes:				
Decrease/(increase) in inventories, trade and other receivables, prepayments and other assets		(2,083,576)	(5,061,056)	503,182
Increase/(decrease) in trade and other payables and provisions and other liabilities		689,914	1,034,794	(5,815,538)
Net cash flows from operating activities		10,689,063	7,466,081	4,255,779
CASH FLOWS FROM INVESTING ACTIVITIES				
Additions to property and equipment		(2,444,205)	(2,444,800)	(5,419,969)
Dividends received	12	127,531	73,967	86,533
Proceeds from sale of property and equipment and lease assets		150,279	86,935	27,072
Interest received	24	7,084	2,902	2,454
Net cash flows used in investing activities		(2,159,311)	(2,280,996)	(5,303,910)
CASH FLOWS FROM FINANCING ACTIVITIES				
Drawdown of long-term loan	16	11,000,000	-	9,000,000
Repayment of loan		(6,000,000)	-	(9,000,000)
Net proceeds from (settlements of) short-term borrowings	15	(7,541,000)	2,591,000	6,463,000
Interest and finance charges paid	24	(3,462,719)	(3,674,952)	(3,478,733)
Principal elements of lease payments	8	(2,707,945)	(2,939,977)	(3,096,265)
Cash dividends paid		(2)	(3)	(223)
Net cash flows generated used in financing activities		(8,711,666)	(4,023,932)	(112,221)
NET INCREASE (DECREASE) IN CASH		(181,914)	1,161,153	(1,160,352)
EFFECT OF EXCHANGE RATE CHANGES ON CASH		5	(8)	2
CASH AT BEGINNING OF YEAR		2,957,958	1,796,813	2,957,163
CASH AT END OF YEAR	3	2,776,049	2,957,958	1,796,813

See accompanying Notes to Financial Statements



Content Index

Shell Pilipinas' 2025 Integrated Report harmonizes multiple sustainability reporting frameworks and standards. The International Integrated Reporting <IR> Framework guides the report's content structure, serving as the basis to connect the Company's financial and non-financial performance. Shell Pilipinas Corporation has reported in accordance with the GRI Standards (GRI 11: Oil & Gas Sector 2021) and the industry-specific ESG guidance framework of the Sustainability Accounting Standards Board (SASB) Standards for Extractives & Minerals Processing Sector - Oil & Gas - Exploration & Production, and Extractives & Minerals Processing Sector - Oil & Gas - Refining & Marketing for the period from January 1, 2025, to December 31, 2025. This content index provides an overview of Shell Pilipinas' environmental, social, and governance (ESG) data that align with these standards. Other GRI and SASB codes are omitted due to lack of applicability, confidentiality, or unavailability of data.

Following the issuance of IFRS S1 and S2 by the International Sustainability Standards Board (ISSB), Shell Pilipinas has been tracking its progress toward adoption. Details on the Company's ISSB adoption pathway are discussed in the Foundations of Sustainable Impact section ([page 41](#)) and the Climate Strategy and Environmental Management section ([pages 45–50](#)).

General Disclosures

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	The organisation and its reporting practices								
	2-1: Organisational details	5-7							
	2-2: Entities included in the organization's sustainability reporting	2							
	2-3: Reporting period, frequency and contact point	2							
	2-4: Restatements of information	46, 49							
	2-5: External assurance	This report has not been externally assured.							
	Activities and workers								
	2-6: Activities, value chain and other business relationships	8							
	2-7: Employees	50							
	2-8: Workers who are not employees	50							
	Governance								
	2-9: Governance structure and composition	79							
	2-10: Nomination and selection of the highest governance body	72							
	2-11: Chair of the highest governance body	79							
	2-12: Role of the highest governance body in overseeing the management of impacts	72							
	2-13: Delegation of responsibility for managing impacts	72							
2-14: Role of the highest governance body in sustainability reporting	82				IFRS S1-27(a), IFRS S1-27(b)	IFRS S2-6(a), IFRS S2-6(b)			
2-15: Conflicts of interest	87								
2-16: Communication of critical concerns	84								



Content Index, continued

General Disclosures, continued

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-17: Collective knowledge of the highest governance body	83								
	2-18: Evaluation of the performance of the highest governance body	83								
	2-19: Remuneration policies	80								
	2-20: Process to determine remuneration	80								
	2-21: Annual total compensation ratio	80								
	Strategy, policies and practices									
	2-22: Statement on sustainable development strategy	13-15, 16-18, 19-21, 39, 42				IFRS S1-30(a), IFRS S1-30(b), IFRS S1-30(c), IFRS S1-33(a), IFRS S1-44(a), IFRS S1-44(b), IFRS S1-44(c), IFRS S1-46(a), IFRS S1-46(b)				
	2-23: Policy commitments	86								
	2-24: Embedding policy commitments	86								
	2-25: Processes to remediate negative impacts	55								
	2-26: Mechanisms for seeking advice and raising concerns	43								
	2-27: Compliance with laws and regulations	86								
	2-28: Membership associations	6, 42								
	Stakeholder engagement									
2-29: Approach to stakeholder engagement	43			EM-EP-210a.0						
2-30: Collective bargaining agreements	54									

Material Topics

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-1: Process to determine material topics	42							
	3-2: List of material topics	42							



Content Index, continued

Corporate Governance

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	86	11.19.1, 11.20.1 and 11.22.1						
GRI 206: Anticompetitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	86	11.19.2	EM-EP-510a.2, EM-EP-530a.1					
GRI 205: Anticorruption 2016	205-1: Operations assessed for risks related to corruption	87	11.20.2	EM-EP-530a.1, EM-RM-530a.1					
	205-2: Communication and training about anti-corruption policies and procedures	86	11.20.3						
	205-3: Confirmed incidents of corruption and actions taken	86	11.20.4						
GRI 415: Public Policy 2016	415-1: Political contributions	There were no political contributions by the Company	11.22.2						

Transparent, Accurate and Responsible Reporting

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	84	11.21.1						
GRI 201: Economic Performance 2016	201-4: Financial assistance received from the government	No financial assistance received from the government	11.21.3						
GRI 207: Tax 2019	207-1: Approach to tax	84	11.21.4						
	207-2: Tax governance, control, and risk management	84	11.21.5						
	207-3: Stakeholder engagement and management of concerns related to tax	43	11.21.6						
	207-4: Country-by-country reporting	Shell Pilipinas only operates within the Philippine boundaries.	11.21.7						



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Supply Chain Management

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	85	11.10.1						
GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that were screened using social criteria	85	11.10.8						
	414-2: Negative social impacts in the supply chain and actions taken	85	11.10.9						

Economic Performance

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	22-23	11.11.1, 11.2.1, 11.14.1 and 11.21.1						
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	22-23	11.14.2 and 11.21.2						
GRI 202: Market Presence 2016	202-2: Proportion of senior management hired from the local community	To ensure that there is a robust leadership pipeline, Pilipinas Shell hires the best Filipino talent, here and abroad, and promotes from the ranks.	11.11.2 and 11.14.3						
GRI 203: Indirect Economic Impacts 2016	203-1: Infrastructure investments and services supported	23	11.14.4						
	203-2: Significant indirect economic impacts	23	11.14.5						
GRI 204: Procurement Practices 2016	204-1: Proportion of Spending on local suppliers		11.14.6				204-1-a to 204-1-c	Information unavailable	The Company has not yet disclosed its proportion of spending on local suppliers because this information is not centrally tracked. Currently, there is no standardized system in place to collect and consolidate data on procurement spending by supplier origin. Efforts are underway to enhance supplier data management, and the Company is evaluating processes to improve tracking mechanisms.



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Employee Management

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	51, 52, 54, 56, 74	11.7.1, 11.10.1, 1.11.1, 11.12.1, and 11.13.1						
GRI 402: Labor/ Management Relations 2016	402-1: Minimum notice periods regarding operational changes	There is no "standard" minimum number of weeks as engagement plans would depend on the change and the impact of the change on employees, but an engagement will be definitely be conducted prior to any change	11.7.2 and 11.10.5						
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	51	11.10.2						
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	52	11.10.3						
	401-3: Parental leave	53	11.10.4 and 11.11.3						
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	56	11.10.6 and 11.11.4						
	404-2: Programs for upgrading employee skills and transition assistance program	56	11.10.7 and 11.7.3						
	404-3: Percentage of employees receiving regular performance and career development reviews	56							
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	50, 74	11.11.5						
	405-2: Ratio of basic salary and remuneration of women to men	We do not differentiate in salary based on gender	11.11.6						
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken	No incidents of discriminations were reported	11.11.7						
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	No significant risk for incident of forced or compulsory labor	11.12.2						
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	54	11.13.2						



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Local Community Development

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	60-61	11.17.1 and 11.15.1						
GRI 411: Rights of Indigenous Peoples 2016	411-1: Incidents of violations involving rights of indigenous peoples	No incidents of violations involving rights of indigenous peoples	11.17.2						
GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	61	11.15.2						
	413-2: Operations with significant actual and potential negative on local communities	61	11.15.3						

Asset Integrity and Process Safety

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	57	11.9.1 and 11.18.1						
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	57	11.9.2	EM-EP-320a.2					
	403-2: Hazard identification, risk assessment, and incident investigation	57	11.9.3						
	403-3: Occupational health services	54, 57	11.9.4						
	403-4: Worker participation, consultation, and communication on occupational health and safety	57	11.9.5						
	403-5: Worker training on occupational health and safety	57	11.9.6						
	403-6: Promotion of worker health	54, 57	11.9.7						
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57	11.9.8						
	403-8: Workers covered by an occupational health and safety management system	100% of workers are covered by an occupational health and safety management system	11.9.9						
	403-9: Work-related injuries	58	11.9.10	EM-EP-320a.1					



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Asset Integrity and Process Safety, continued

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-10: Worker-related ill health	58	11.9.11						
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	Security services is outsourced to third party and they are managing the training of security personnel deployed at Shell Pilipinas	11.18.2						

Social Impact of operations on host communities, business partners, and local government

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	61		EM-EP-210b.1					

Social Investment

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	61							

Energy Transition

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	44, 46, 47	11.1.1, 11.2.1 and 11.3.1						
GRI 103: Energy 2025	103-1: Energy policy and commitments	46		EM-EP-110a.3, EM-RM-110a.2					
	103-2: Energy consumption and self-generation within the organization	46	11.1.2 and 11.1.3						
	103-3: Upstream and downstream energy consumption	We do not yet track upstream and downstream energy consumption							
	103-4: Energy intensity	46	11.1.4						
	103-5: Reduction in energy consumption	46							



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Energy Transition, continued

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 102: Climate Change 2025	102-1: Transition plan for climate change mitigation	44				IFRS S2-6(a), IFRS S2-6(b), IFRS S2-9(c), IFRS S2-10(b)			
	102-2: Climate change adaptation plan	44				IFRS S2-9(a), IFRS S2-9(b), IFRS S2-10(a), IFRS S2-10(c), IFRS S2-10(d), IFRS S2-25(a), IFRS S2-25(b), IFRS S2-25(c), IFRS S2-33(a), IFRS S2-33(b), IFRS S2-33(d), IFRS S2-33(e), IFRS S2-36(a), IFRS S2-36(b)			
	102-3: Just transition	51, 56							
	102-4: GHG emissions reduction targets and progress	44, 46	11.2.3						
	102-5: Scope 1 GHG emissions	46	11.1.5		EM-EP-110a.1, EM-EP-110a.2, EM-RM-110a.1		IFRS S2-29(a)(i)(1)		
	102-6: Scope 2 GHG emissions	46	11.1.6				IFRS S2-29(a)(i)(2)		



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Energy Transition, continued

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 102: Climate Change 2025	102-7: Scope 3 GHG emissions		11.1.7				102-7-a to 102-7-f	Information unavailable	Shell Pilipinas has not yet disclosed Scope 3 emissions due to the absence of a centralized tracking system and challenges in obtaining reliable data from third-party suppliers and customers. The company is evaluating methodologies to estimate these emissions and enhance supplier engagement. A structured approach to Scope 3 accounting is expected in the next few years.
	102-8: GHG emissions intensity	46	11.1.8						
	102-9: GHG removals in the value chain	We do not report GHG removals in the value chain.							
	102-10: Carbon credits	We do not yet engage in carbon credit transactions and therefore have no data to disclose for this indicator.							

Environmental Compliance & Impact including Biodiversity

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	44, 48, 49	11.4.1, 11.5.1, 11.6.1 and 11.8.1						
GRI 101: Biodiversity 2024	101-2: Management of biodiversity impacts	44	11.4.3						
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	49	11.5.2						
	306-2: Management of significant waste-related impacts	49	11.5.3						
	306-3: Waste generated	49	11.5.4	EM-RM-150a.1					
	306-4: Waste diverted from disposal	49	11.5.5						
	306-5: Waste directed to disposal	49	11.5.6						



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Environmental Compliance & Impact including Biodiversity, continued

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 303: Water and Effluents 2018	303-1: Interactions with water as a shared resource	48	11.6.2						
	303-2: Management of water discharge related impacts	48	11.6.3						
	303-3: Water withdrawal	48	11.6.4	EM-EP-140a.1, EM-RM-140a.1					
	303-4: Water discharge		11.6.5					Information unavailable	Shell Pilipinas has not yet disclosed water discharge data due to limitations in data availability across its operations. Current monitoring systems do not comprehensively capture discharge volumes and quality. The Company is evaluating methodologies to enhance data collection and reporting, ensuring alignment with regulatory and industry standards. Improvements in water discharge tracking are expected within the next few years.
	303-5: Water consumption	48	11.6.6						
GRI 306: Effluents and Waste 2016	306-3: Significant Spills	46	11.8.2						

Promotion of Sustainable Development

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	42							



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Customer Service

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	30, 33	11.3.1						
GRI 416: Customer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	All our products and services have been assessed of the health and safety impacts to our customers and operations that is in compliance to government regulations. All of our chemical and hydrocarbon products are assessed through the utilization of the Safety Data Sheet that is reviewed and maintained on a regular basis.	11.3.3						

Brand Management and Product & Services Offerings

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	30, 33, 36							

Development and Innovation and Evolving Customer Demands

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	30, 34, 35							

Digital Transformation

GRI Standard/ Other Source	GRI Disclosure	Location/ Direct Answer	GRI Sector Standard Ref. No.	SASB	IFRS S1	IFRS S2	Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3: Management of material topics	30, 31							

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
11.16 Land and resource rights	Our facilities have long been existing on the current locations. There has been no impact on the land and resource rights during the reporting period

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- Distribution Operations
- Finance
- Human Resource
- Health
- HSSE
- Legal
- Marketing
- Pilipinas Shell Foundation, Inc.
- Real Estate
- Sustainability

About Our Paper



The Shell Pilipinas Integrated Report is printed on Chroma Bright White (cover page) and Monnalisa (inside pages). Both papers are certified by the Forest Stewardship Council (FSC), ensuring they are responsibly and sustainably sourced.

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