

Message from Our Chairman and Chief Executive Officer



To our esteemed stakeholders,

Energy powers everything. Every home. Every business. Every industry. The economy, in turn, is the great stage where all these forces move—where prosperity is built or lost. When the global economy stirs, when the nation's financial pulse quickens or slows, the power sector feels it first. And we respond because we must. Electricity is the lifeblood of growth, and Meralco has been its steady pulse for over a century.

In 2024, the Philippine economy held its ground against global instability, securing one of the highest GDP growth rates in Southeast Asia at 5.6%. Inflation cooled. Consumer spending rose. Investments remained steady. Yet these gains emerged despite powerful headwinds—extreme weather, geopolitical tremors, a global economic slowdown. Through it all, One Meralco stood firm. We did more than supply power; we fueled resilience, ensuring that our country's momentum not only endured but surged forward, charged with purpose and strength.



CONTINUING OUR LEGACY OF EXCEPTIONAL SERVICE

In 2024, Meralco reached a landmark achievement—surpassing **8 million customer accounts** within our franchise area. Energy sales soared, exceeding 54,000 GWh—an all-time high. We likewise invested Php 21.4 billion in grid expansion and enhancement, allowing us to sustain **best-in-class system efficiency and reliability**. Thus, for the 17th year in a row, Meralco recorded a system loss rate well below the cap set by the Energy Regulatory Commission.

Technology, too, played its part. Digital transformation has redefined how we serve our customers. From advanced data systems to AI-driven applications, we enhanced the entire customer experience. Even amid electricity rate hikes, customer trust remained high. Their confidence in Meralco helped drive strong support for our franchise renewal—securing the foundation for 25 more years of service.



SUPPORTING THE NATION'S ENERGY TRANSITION

We intensified our shift to renewables. MTerra Solar—a project that will soon stand as the world's largest integrated solar and battery energy storage facility—is at the heart of this transformation. It is more than an investment; it is a commitment to a cleaner, more sustainable tomorrow. We have also made significant strides in building a robust renewable energy ("RE") pipeline—with the ongoing construction of several new solar farms across Luzon—to inject even more low-carbon electricity into the grid in the coming years.

But transition requires balance. While we champion sustainability, energy security is also paramount. As the country's energy needs grow, we remain pragmatic. Our strategic investments in fossil fuel-based technologies—particularly through Chromite Gas Holdings, Inc.—help ensure the stability of the Philippines' baseload capacity. This is how we manage the delicate equilibrium between progress and prudence.



FOSTERING SYNERGIES FOR GREATER VALUE

Energy does not exist in isolation. It fuels industries, accelerates digital transformation, and connects communities. One Meralco understands this deeply, which is why collaboration is central to our strategy.

In fintech, Bayad has joined a vast digital solutions ecosystem, thanks to Kayana's investment—paving the way for smarter, more convenient financial services. In Information and Communications Technology ("ICT"), MSERV is leading the charge, positioning Meralco as the prime enabler of hyperscale data centers. Our work with ePLDT's VITRO Sta. Rosa—the country's first true hyperscale data center—is just the beginning.

In transportation, Movem is redefining electric mobility. Through a partnership with ChargeEuropa, we are deploying world-class EV charging solutions, integrating smart technology with sustainable energy. And in renewable energy, MSpectrum is scaling its solar footprint, expanding its 80-MW capacity through new agreements with commercial and industrial partners nationwide.

Across these ventures, one principle remains constant: **we build synergies that create lasting value.**



EXPANDING ELECTRIFICATION FOR WIDER SOCIAL IMPACT

Beyond our franchise area, Meralco, through the One Meralco Foundation ("OMF"), has been bridging gaps, bringing power where it is needed most. In 2024, we electrified four off-grid public schools, two rural health centers, and two agricultural facilities. We also energized a remote water system, delivering clean, potable water to an underserved community.

Through Light Up Pilipinas, we have distributed over 8,000 solar lamps since 2021—brightening the lives of fisherfolk, indigenous communities, soldiers, and forest rangers. A single lamp can mean a safer home, better education, a longer workday. **A single kilowatt-hour can change a life. And we are committed to changing many more.**



SHAPING THE FUTURE OF ENERGY IN THE PHILIPPINES

The success of 2024 was not the work of a few, but the triumph of many. I extend my deepest gratitude to our Board of Directors, whose wisdom and leadership have guided us forward. To our employees, whose dedication fuels our mission every day. To our shareholders, partners, and customers, who continue to place their trust in us.

As we step into 2025 and beyond, we do so with unwavering resolve. One Meralco will continue to shape the future of energy in the Philippines—driven by innovation, strengthened by sustainability, and anchored in excellence.

Our story is far from over. The next chapter awaits. And together, we will write it—brighter, bolder, and stronger than ever.

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Manny V. Pangilinan
Chairman & Chief Executive Officer

MTerra Solar is more than an investment; it is a commitment to a cleaner, more sustainable tomorrow.

