



2025 INTEGRATED REPORT

Where **DREAMS** fly





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About Cebu Pacific

Key Messages

Performance Highlights

Governance and Value Creation Strategy

Contribution to UN SDGs

Enriching Juan Enterprise

Growing as Juan Family

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About the Report

The Cebu Pacific 2025 Integrated Report presents a unified approach to reporting Cebu Pacific’s economic, environmental, social, and governance (ESG) performance and impact. Building upon the disclosures and information provided in its [2024 Integrated Report](#), the 2025 Integrated Report provides detailed information about Cebu Pacific’s operational highlights, financial performance, and its approach to managing material sustainability areas.



About the Cover

The cover for the 2025 Integrated Report conveys Cebu Pacific’s vision of enabling dreams through safe, affordable, reliable flights. This accessibility, in an archipelago of over 7,600 islands is an essential service that not only supports livelihoods but enriches lives and connects communities.

The young girl represents the budding dreams that Cebu Pacific cultivates: aspirations for better experiences, the wonder of travel, and the joy that comes with discovering new destinations. From its vantage point in the skies, Cebu Pacific actualizes these aspirations, a commitment to ensuring that Filipinos enjoy safe, reliable and affordable air travel.

Board and Management Certification 2-14

In line with its responsibility to ensure the integrity of its disclosures, Cebu Pacific holds the opinion that the 2025 Integrated Report is a fair presentation of its operations from January 1 to December 31, 2025. The disclosures presented in this report are based on accurate information available to Cebu Pacific during the time of reporting, as well as the analysis of all ESG issues material to its business and Value Creation Framework.

Cebu Pacific acknowledges that the 2025 Integrated Report is prepared and presented in accordance with the Integrated Reporting (<IR>) Framework, as aligned with the principles and content for integrated reporting as prescribed by the Value Reporting Foundation of the International Financial Reporting Standards (IFRS) Foundation.

The final review of the 2025 Integrated Report was undertaken by the Corporate Governance Committee (CG Committee) on April 10, 2026, pursuant to its role as oversight on sustainability-related matters delegated through the CG Committee Charter dated May 7, 2025.

This certification is being issued based on the authorization of the Board on April 10, 2026, for the annual issuance of an integrated report to communicate to our stakeholders the financial and non-financial performance of Cebu Pacific.

The Management supported the Board in the preparation of the 2025 Integrated Report through the <IR> Technical Working Group, composed of representatives from different departments within Cebu Pacific, and the ESG Committee (ESGC), which reviewed this report.

Lance
Lance Y. Gokongwei
Chairman

Mike
Michael B. Szucs
Chief Executive Officer

Reporting Framework

The 2025 Integrated Report was developed in accordance with the Integrated Reporting (<IR>) Framework. It was also prepared in accordance with the 2021 Global Reporting Initiative (GRI) Sustainability Reporting Standards, as well as the Sustainability Accounting Standards Board (SASB) - Airlines Standard. These standards were referenced in the identification of Cebu Pacific's material topics, which are then aligned with its Value Creation Pillars:

Enriching Juan Enterprise (Economic)

Growing as Juan Family (Social)

Caring for Juan Planet (Environment)

Building Juan Community (Governance)

In preparation for the Philippine adoption of the IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2: Climate-related Disclosures, the information and disclosures discussed within the 2025 Integrated Report also cover Cebu Pacific's climate-related risks and opportunities, including its response and management approach.

As part of the report, Cebu Pacific has included an impact chapter that highlights its contributions to the United Nations' Sustainable Development Goals (UN SDGs). The impact report was prepared

in accordance with the Impact Disclosure Guidance, which is available on the International Capital Market Association (ICMA) website as of October 2024. This guidance was published by the Impact Disclosure Taskforce, a group comprising major capital market participants and industry stakeholders. Cebu Pacific may periodically update its impact report to reflect new market developments, including changes to the Impact Disclosure Guidance and relevant environmental and social taxonomies and standards, to ensure ongoing alignment with best market practices. Additionally, the data provided in the impact chapter will be monitored and reported under the same supervision as the other data in the 2025 Integrated Report, ensuring robust governance and data integrity throughout the reporting process.

External Assurance and Verification 2-5

The financial data presented in this report is derived from our audited financial statements for the fiscal year ended December 31, 2025. SyCip Gorres Velayo & Co. (SGV & Co.) has conducted an independent audit in accordance with Philippine Standards on Auditing (PSA) and issued an opinion on the fairness of the presentation of our financial position and performance.

TÜV SÜD Philippines has conducted limited assurance on our flight greenhouse gas (GHG) emissions data. This verification was conducted in accordance with ISAE 3000 (Revised), to ensure that our carbon footprint reporting is consistent with international standards for GHG accounting and reporting.

As of publication, the audit is still ongoing with results expected on May 2026.





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Scope of the Report 2-1, 2-2, 2-3

The 2025 Integrated Report covers the operations, commercial, and support activities of Cebu Air, Inc. and its subsidiary, Cebgo, Inc., collectively known as “Cebu Pacific” .

For specific flight-related energy and emissions disclosures, the 2025 Integrated Report covers Cebu Air, Inc., Cebgo Inc., and AirSWIFT Transport, Inc., collectively referred to as “the Airline Group”.

For financial disclosures, Cebu Air, Inc.’s consolidated financial statements cover the balances from Cebu Air, Inc. and its subsidiaries, namely: Cebgo, Inc., AirSWIFT Transport, Inc., 1Aviation Groundhandling Services, and the Aviation Partnership (Philippines) Corporation, together with Cebu Air Inc.’s 21 special purpose entities (SPEs).

The information and data in the 2025 Integrated Report are subject to consistent internal review, validation, and approval processes to ensure accuracy, reliability, and data integrity. Cebu Pacific will report annually on all disclosed metrics and continue strengthening data governance to support data quality and informed strategic decision-making.

The impact of recent geopolitical developments on Cebu Pacific’s operations and financial performance may not yet be fully reflected in this 2025 Integrated Report, as the situation remains fluid and developments are still ongoing. Management continues to monitor the situation closely. The ultimate effect on demand, operating costs, fuel prices, supply chains, and the broader economic environment remains uncertain and may become more evident in subsequent reporting periods.

Period Covered

January 1, 2025 to December 31, 2025

Frequency of Reporting

Annual

Location of Headquarters

Cebu Pacific Building
Domestic Road, Brgy. 191, Zone 20
Pasay City 1301, Philippines

To request additional information or to ask any questions, please email:

Corporate Strategy Office
CEBSustainability@cebupacificair.com

Coverage of the Previous Report

January 1, 2024 to December 31, 2024
Please view our 2024 Integrated Report [here](#).

Integrated Report Editorial and Design by:

Drink Sustainability Communications
www.drinkph.com



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Our Vision

We envision stronger nations where cultures and communities are connected, meaningful relationships are built, and lives are enriched by the opportunities and experiences we make possible.

Our Purpose

To **COMMIT** as a sustainable low-cost carrier (LCC), to **CONNECT** people and communities, and to **CREATE** value for all stakeholders

Our Values



Service

We put people at the heart of our service.



Integrity

We do what is right.



Trust

We cultivate trust and commit to collaboration.



Courage

We relentlessly pursue new ideas and better solutions.



Best of Filipino Spirit

We live the best of Filipino spirit at all times.

About Cebu Pacific



Products and Services 2-6

Philippine Aviation's Leading Low-Cost Carrier (LCC)

The Philippines' leading carrier and a champion of the "low cost, low fare" strategy, Cebu Pacific has made air travel more accessible to Filipinos through its signature affordable fares and reliable service. From its maiden flight to Cebu in March 1996, Cebu Pacific has since established extensive domestic and international routes in Southeast Asia, East Asia, the Middle East, and Australia.

Cebu Pacific operates under an LCC model that prioritizes safe, affordable, and reliable air travel. The LCC model operates through frequent, high-capacity direct flights, efficient aircraft utilization, a uniform and modernized fleet, minimized distribution costs, and operational efficiency.

As Cebu Pacific marks its 30th year of connecting people, places, and possibilities this 2026, it reaffirms its commitment to its core promise of affordable air travel for every Juan. Cebu Pacific will continue to expand its network by opening new routes, developing hubs and ensuring that it supports the needs of the Philippine economy and the Filipino traveler.

Our Fleet

Cebu Pacific serves both domestic and international destinations, primarily operating from various airport hubs in the country. Cebu Pacific continues to expand and modernize its fleet to better respond to the growing surge of customer demand, and to ensure that it is better positioned to capitalize on market opportunities in the future.

14 A330neo	20 A321neo	24 A320neo	100 Total Aircraft ^a
7 A321ceo	15 A320ceo		
18 ATR 72-600	2 ATR 42-600		7 Additional aircraft in 2025

^a This excludes two (2) ATR 72-500F as at December 31, 2025 that are nonoperating and classified as Assets Held for Sale.



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Geographic Presence 2-1

Cebu Pacific connects people, islands, and communities and allows the efficient transport of goods between regions.

As of year-end 2025, Cebu Pacific operates a route network serving **83 domestic routes** and **42 international routes** with an average of **3,800** scheduled weekly flights. It operates from five hubs:

Ninoy Aquino International Airport Terminal 2 and Terminal 3, both located in Pasay City, Metro Manila

Mactan Cebu International Airport, located in Lapu-Lapu City, part of Metropolitan Cebu

Clark International Airport, located in Clark Freeport Zone, Pampanga

Davao International Airport, located in Davao City in Mindanao

Iloilo International Airport, located in Cabatuan, Iloilo

- Australia:** Melbourne, Sydney
- Brunei:** Bandar Seri Begawan
- China:** Guangzhou (Canton), Shanghai
- Hong Kong**
- Indonesia:** Bali (Denpasar), Jakarta
- Japan:** Fukuoka, Nagoya, Osaka, Tokyo (Narita), Sapporo
- South Korea:** Seoul (Incheon)
- Macau**
- Malaysia:** Kuala Lumpur
- Singapore**
- United Arab Emirates:** Dubai
- Thailand:** Bangkok (Don Mueang, Suvarnabhumi), Chiang Mai
- Taiwan:** Taipei, Kaohsiung
- Vietnam:** Ho Chi Minh, Hanoi, Da Nang

New Destinations in 2025

- Japan:** Sapporo



International 26 Destinations 42 Routes

Domestic 37 Destinations 83 Routes



- Bacolod
- Butuan
- Cotabato^a
- Cebu
- Camiguin
- Cagayan de Oro
- Calbayog
- Cauayan
- Clark
- Dumaguete
- Dipolog
- Davao
- El Nido
- General Santos
- Siargao
- Iloilo
- Kalibo
- Legazpi (Daraga)
- Laoag
- Masbate
- Manila
- Caticlan (Boracay)
- Ozamiz
- Pagadian
- Puerto Princesa
- Roxas
- San Jose (Mindoro)
- Surigao
- San Vicente
- Tacloban
- Tagbilaran (Bohol)
- Tuguegarao
- Tawi-Tawi
- Busuanga (Coron)
- Virac
- Zamboanga

^a Non-commercial

Ancillary Products

Alongside its primary products, Cebu Pacific also offers ancillary products that focus on travel convenience, enhancing the passenger experience through flexible and customized add-ons.

These products can be conveniently accessed through the CEB Mobile Application and the CEB website, providing a seamless flight experience to customers from booking to check-in.



CEB Fare Bundles allows passengers to bundle essentials like hand-carry, checked baggage (up to 20 kg), and seat selection into one purchase. Bundles offer discounts compared to buying add-ons individually, providing baggage, seat selection, and flexibility in one convenient booking.

- **Go Basic:** Airfare + 1 piece of hand-carry bag (7 kg max).
- **Go Easy:** Airfare + 1 piece of hand-carry bag (7 kg max) + 1 piece of checked baggage (20 kg max).



CEB Baggage allows passengers to tailor-fit their baggage allowance to their travel needs.

- **CEB Baggage:** Passengers can buy up to three pieces of 20 kg baggage as soon as they book their flight or via the Manage Booking portal, up to two hours before their scheduled time of departure. They may choose to add a 4 kg, 8 kg, or 12 kg top-up per bag, allowing a maximum of three pieces at 32 kg each.
- **CEB Special Baggage:** Passengers may opt to buy baggage allowances to bring specialized equipment (such as musical instruments or sports gear) or oversized baggage.



CEB Seat Selector allows passengers to select their preferred seat for a minimal fee. Passengers may also opt for extra legroom by purchasing Premium Seats that come with Priority Boarding.



CEB Super Pass vouchers are offered during special sales, giving passengers a prepaid voucher for a one-way domestic flight, with the destination being determined later. This gives passengers flexibility for spontaneous travel by paying only fees and surcharges closer to the travel date.



CEB TravelSure (underwritten by Chubb) is a comprehensive travel insurance for passengers, providing extensive coverage for trip disruptions (delays, cancellations), lost/damaged baggage, personal accidents, and medical emergencies.

Passengers can be insured up to PHP 1 million for domestic flights and PHP 2.5 million for international medical expense benefits.



CEB Pre-ordered Meals allows passengers to pre-order in-flight meals up to 24 hours prior to departure, offering savory rice dishes served warm onboard.



The **CEB Fun Shop and CEB Fun Café** offer various merchandise and souvenir items, and a wide range of drinks, snacks, breads, and meals in-flight with no pre-order required.



CEB Transfers offers passengers convenient airport transfers in select destinations:

- Boracay (via Caticlan and Kalibo), in partnership with Southwest Travel and Tours
- Dubai International Airport to other Middle Eastern airports, in partnership with Marhaba Services

Passengers departing from Boracay can choose this add-on to bundle with their flight bookings for additional savings, or added during booking management via the Cebu Pacific app or website. Marhaba CEB transfers are only available through authorized Cebu Pacific travel agency partners.



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Entities Within Cebu Pacific

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Cebu Pacific is the Philippines' leading low-cost airline, providing passenger and cargo services across domestic and international routes. Its subsidiaries and strategic investments support regional operations, maintenance, ground handling, training, and digital rewards program—collectively enabling efficient operations, network expansion, and an enhanced customer experience.

Philippine Academy for Aviation Training, Inc. (CAE Philippines)



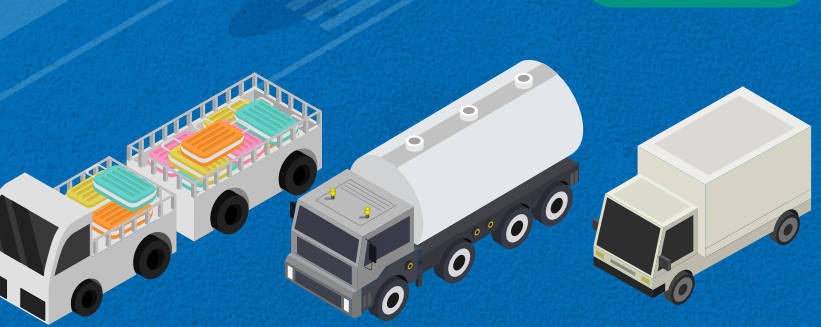
Cebgo, Inc. (Cebgo)



Aviation Partnership (Philippines) Corporation (Aplus)



Cebu Air, Inc.



1Aviation Groundhandling Services, Corp. (1Aviation)



TIME	TO	GATE	REMARKS
13:00	TOKYO	A8	ON TIME
13:00	MANILA	A8	DEPARTED
13:00	SHENZHEN	A8	ON TIME
13:00	JAKARTA	A8	ON TIME
13:00	DHAKA	A8	DELAYED

AirSWIFT Transport, Inc. (AirSWIFT)



Digital Analytics Ventures, Inc. (DAVI)



2-6

Cebu Air, Inc.

Cebu Air, Inc. (operating as Cebu Pacific Air) is the leading low-cost airline in the Philippines, offering scheduled and chartered flights, both passenger and cargo services, to domestic and international destinations, as well as ancillary products (like baggage, seating, and travel-related services). It is a subsidiary of JG Summit Holdings, Inc. (JGSHI).

Cebu Air, Inc. navigates most of the passenger interactions needed for Cebu Pacific to enhance operations and improve customer experience. Through its high aircraft utilization, extensive route network, and cost efficiency, it provides Cebu Pacific with a significant and diverse revenue stream—crucial for its plans to expand and grow.

Cebgo, Inc. (Cebgo)

Cebgo, Inc. is a wholly-owned subsidiary of Cebu Pacific. It operates domestic flights to various destinations in the Philippines using an all-Avions de Transport Régional (ATR) turboprop fleet, emphasizing efficiency, reliability, and regional connectivity for its passengers.

Cebgo's capability to meet the demand for domestic flights allows Cebu Pacific to meet the needs of budget-conscious travelers. Leveraging Cebu Pacific's extensive domestic network, Cebgo also bridges many island destinations, enhancing domestic connectivity.

AirSWIFT Transport, Inc. (AirSWIFT)

AirSWIFT is a wholly-owned subsidiary of Cebu Air, Inc. It is a boutique airline that specializes in domestic leisure travel, operating flights from Manila and Clark to El Nido in Northern Palawan. It also operates flights from El Nido to other major tourist destinations in the country, including Cebu, Boracay, Coron, and Bohol.

Like Cebgo, AirSWIFT utilizes a turboprop fleet to fill the demand for domestic flights in the Philippines. By serving islands and destinations with shorter runways that larger jets cannot access, it contributes towards diversifying Cebu Pacific's revenue streams. AirSWIFT also supports local tourism economies by connecting travelers to premium spots, combining AirSWIFT's specialized routes with Cebu Pacific's extensive network.

Aviation Partnership (Philippines) Corporation (Aplus)

Aplus is Cebu Pacific's wholly owned subsidiary that is engaged in the business of providing aircraft maintenance, repair, and overhaul (MRO) services. Its activities include, among others, line and base maintenance, including certification, mechanical assistance, technical ramp support, and equipment handling. It is likewise involved in the management, operation, and maintenance of aircraft hangars (such as the facility in Clark), line stations, and related facilities, including the handling and upkeep of aircraft tools, equipment and spare parts. It optimizes Cebu Pacific's network by reducing costs, ensuring faster turnarounds, enhancing operational efficiency through digital solutions, and enabling greater flexibility and safety for staff and passengers.

Aplus' capability for improved capacity planning greatly supports Cebu Pacific's fleet leveraging technology for more resilient, cost-effective operations. As a strategic internal partner, it ensures Cebu Pacific's aircraft continue to operate with reduced technical risks and issues—supporting both its current operations and future expansion plans.

1Aviation Groundhandling Services, Corp. (1Aviation)

Cebu Air, Inc. holds a 60% stake in 1Aviation, a ground handling services operating at NAIA and various domestic airports across the Philippines. 1Aviation provides ground handling services for all types of aircraft, including passenger, cargo, international, domestic, and private flights.

1Aviation's operational integration, cost reduction, and improved service quality in ground handling allows Cebu Pacific to streamline its logistics. It allows Cebu Pacific greater agency on how to best utilize its fleet, and ensures efficient turnarounds that lead to better on-time performance and higher customer satisfaction.

Philippine Academy for Aviation Training, Inc. (CAE Philippines)

Cebu Air, Inc. owns 60% of the outstanding shares of Philippine Academy for Aviation Training, Inc. (PAAT), doing business as CAE Philippines, Inc., which is accounted for as an investment in shares of the joint venture.

Its joint venture partner, CAE International Holdings Limited, provides immersive training and flight operation solutions for the aviation industry.

CAE Philippines provides crucial support to Cebu Pacific by training its aviation personnel, allowing Cebu Pacific to field highly competent pilots. Considering Cebu Pacific's aircraft fleet expansion, CAE Philippines is one of the most crucial enablers of its business continuity.

Digital Analytics Ventures, Inc. (DAVI)

Cebu Air, Inc.'s investment in DAVI represents a 40% ownership interest. DAVI is a data services firm that aims to create a digital rewards program and a robust data infrastructure and analytics enterprise to empower consumer-oriented businesses.

DAVI's primary drivers for Cebu Pacific include enhancing revenue, improving customer loyalty, and innovating its products and services. It leverages customer insights to create successful offerings (such as the timing of products like seat sales), and optimizes operations with precise demand forecasting, driving higher revenue and market leadership for Cebu Pacific.

Membership in Associations

2-28

Reflecting its status as an aviation industry leader, Cebu Pacific participates in various aviation and business associations. Not only does this build its relationship with other entities within the aviation niche, but it also ensures that it keeps itself abreast of the latest developments in the industry.

- Air Carriers Association of the Philippines (ACAP)
- Air Operators Council (AOC)
- International Air Transport Association (IATA)
- Board of Airline Representatives (BAR)
- Philippine Business Coalition for Women Empowerment (PBCWE)
- Philippine Business for Social Progress (PBSP)
- Philippine Management Association of the Philippines (PMAP)
- Net Zero Carbon Alliance (NZCA)



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Onwards to 30 Years of Service



1996

Launched its **first domestic flight from Manila to Cebu**, marking its first foray into the domestic market

2005

Shifted to an **LCC business model**, laying the foundations of its present mission to make air travel accessible for every Juan

Operated its **first international flight from Manila to Hong Kong**

2001

Launched its **first Japan service (Manila to Osaka)**, marking the first of Philippine connections to a popular destination

2008

Received its first ATR 72-500, boosting inter-island connectivity

2010

Became the **#1 airline in the Philippines**, with the most passengers carried

Successful initial public offering at the PSE

2013

Operated its **first long-haul flight to the Middle East: daily Manila to Dubai**

2014

Acquired **TigerAir Philippines**, further supporting Cebu Pacific's goals of improving domestic air travel

2017

Received its **IATA Operational Safety Audit (IOSA)**

Carried its **150-millionth passenger**

2019

Committed to an **all-neo jet fleet by 2030**, marking a significant step towards sustainable aviation

Received delivery of its **first Airbus A321neo**

2021

Received delivery of its **first Airbus A330neo**, further expanding its fleet capabilities to meet growing passenger demand

2023

Recognized as **Best Low-Cost Airline Brand** in the Philippines by the World Economic Magazine

Named **Most Sustainable Low-Cost Airline in 2023** by the World Economic Magazine

Received a **Gold Rating for Environmental Sustainability** from CAPA and Envest

2022

Became the **first LCC in Southeast Asia to use Sustainable Aviation Fuel (SAF)**

Flew its **200-millionth passenger**

Awarded **Asia Environmental Sustainability Airline/Airline Group of the Year 2022, Centre for Asia Pacific Aviation (CAPA)**

2024

Upgraded **MSCI ESG rating to 'AA'**

Became the **first Filipino brand to feature an ad in Dubai's Burj Khalifa**, further increasing brand awareness in international markets

Secured **Southeast Asia's first sustainability-linked loan (SLL) for low-cost airlines and wins Sustainability Aviation Lease Deal of the Year** in London

Launched **Future Skies for Every Juan**, a strong commitment to ensuring that air travel remains accessible for all its stakeholders

Marked the landmark **order of up to 152 aircraft**—the largest in Philippine aviation history

Acquired **AirSWIFT**, further expanding its share in the domestic market

Distinguished by Airlineratings.com as **among the Top 20 Safest Low-Cost Carriers** globally in 2024

Honored as **Best Airline in 2024** by Routes Asia

2025

Conferred the title **Asia's Low-Cost Airline of the Year** by CAPA

Achieve **Record ESG Score of 47** from S&P Global

Became **Southeast Asia's first airline to transform customer experience with Generative AI**, showcasing its willingness to innovate for better customer service

Acquired its **100th Aircraft**, marking a major point of expansion for its fleet

2026

Cebu Pacific's **30th Anniversary**





Message from the Chairman 2-22

Dear Shareholders, Partners, and Valued Customers,

As Cebu Pacific marks 30 years of service in 2026, we reflect on a journey shaped by a simple conviction from our founder, the late John Gokongwei Jr. – that every Filipino deserves the opportunity to fly.

What began in 1996 as a bold idea has grown into an airline that has made air travel more accessible across the Philippines and beyond. We remain deeply grateful to our customers, partners, and employees who have helped turn that vision into one of the most enduring success stories in the Philippines.

Cebu Pacific’s longevity has been built on discipline. Over time, we have navigated economic cycles, fuel and currency volatility, and evolving regulations while maintaining a strong low-cost model and an uncompromising focus on safety. This steady approach, grounded in sound governance and prudent decision-making, has strengthened Cebu Pacific’s position as the largest airline in the Philippines and a globally recognized low-cost carrier.

Clarity of Purpose

Three decades later, our purpose remains unchanged.

Cebu Pacific continues to connect communities across an archipelago of more than 7,600 islands, enabling mobility for millions of Filipinos and supporting the broader development of tourism, trade, and regional economies. What was once limited to a few has become more accessible to many – making air travel an essential part of how people live, work, and connect.

From an initial fleet of four aircraft, Cebu Pacific has grown to operate 100 aircraft today and has flown over 270 million passengers across its network.

For countless Filipinos, Cebu Pacific has been more than an airline. It has been a bridge – bringing families together, opening access to opportunities, and enabling new experiences across the country, and beyond. Over the past years, Cebu Pacific has helped open doors for the next generation of Filipino travelers who seek to explore and share a world filled with new discoveries, yet discerning when it comes to how they travel.

This clarity of purpose continues to guide Cebu Pacific as it grows, ensuring that expansion remains anchored on accessibility, affordability, and service to the Filipino people.

Bold Investments for The Future

From an initial fleet of four aircraft, Cebu Pacific has grown to operate 100 aircraft today and has flown over 270 million passengers across its network. Today, its reach extends beyond the Philippines, connecting the country to key markets across Southeast Asia, North and East Asia, the Middle East, and Australia. Covering 37 domestic and 26 international destinations, Cebu Pacific is the Philippines’ leading airline, achieving 59% domestic market share and 24% of international share by the end of 2025.

Cebu Pacific maintains its focus on being extremely cost-efficient and intentional about its investments in order to provide the lowest possible fares to more Filipinos. Our jet fleet is already made up of



72% “New Engine Option” aircraft (NEOs), which are 15-20% more fuel efficient while also carrying up to 20% more seats than others. This allows us to drive lower unit costs, and with up to 152 NEOs arriving between 2028 to 2035, we are in a position to build on the many opportunities that the Philippines has to offer.

We also continue to invest in our people, technology, and processes so that we can provide quality experiences whether online, at the airport, or onboard, and our efforts are being recognized. Cebu Pacific was named CAPA Asia’s Low Cost Carrier of the Year, Route Asia’s Best Airline, and also one of the strongest airline brands in the ASEAN region by Brand Finance.

This consistent approach to investments has enabled Cebu Pacific to serve the growing demand while maintaining operational and financial discipline.

A Business Built to Last

Considering the constantly evolving situation around the current oil crisis, Cebu Pacific remains committed to all its stakeholders. Our initiatives around operational sustainability, financial prudence, and risk management allow us to navigate through these unprecedented times with a positive outlook.

As we look ahead, we remain focused on building a business that is durable – one that can continue to provide affordable, safe, and sustainable access to air travel that has now become a necessity for many. Even if the operating environment remains dynamic and shaped by factors beyond the industry’s control, Cebu Pacific will approach every day with the same principles – remaining steady in its decisions while continuing to adapt to changing conditions.

Thirty years is a remarkable milestone, and yet, in many ways, our journey is still young. The opportunities are greater than ever, and many dreams are still waiting to take flight. Because Cebu Pacific has never been just a company. It has always been a community of dreamers. And together, we will continue building a future “Where Dreams Fly.”

Lance
Lance Y. Gokongwei
 Chairman





Message from the Chief Executive Officer 2-22

To Our Valued Stakeholders,

2025 was a year of strong growth for Cebu Pacific. The airline sustained its leadership in the Philippine market through disciplined capacity deployment and a scalable multi-gateway network strategy grounded on our low-cost model.

With P120 Billion in revenue, up by 14% from the previous year, the airline carried a record of 26.9 million passengers, a 10% increase, with improved passenger yields while maintaining a healthy 84% load factor. Full year EBITDA grew 21% to P30.9 Billion for an improved margin of 26%, while operating income or EBIT grew 25% to P11.5 Billion, reflecting



Our key priorities remain rooted in operational resilience by innovating our products, expanding our fleet, and investing in business continuity, allowing us to better fulfill the core promise to be “Where Dreams Fly” for every passenger.

a healthy 10% margin. Cebu Pacific’s Net Income for FY 2025 more than doubled to P12.3 Billion.

Over the past 30 years, Cebu Pacific has transformed Philippine aviation by pioneering a low-cost model at a time when air travel was considered to be only for a few. By focusing on affordability, network expansion, and digitalization, CEB democratized air travel in the Philippines.

Strengthening Our Operations

For Cebu Pacific, our strength lies with our efficient and effective operations. The progress we delivered in 2025 reflects sustained improvements in how we run the airline – solidifying reliability, enhancing recovery capability, and delivering a more consistent customer experience as we scale.

In fact, the first half of 2025 saw us start strongly as passengers grew 21% on the back of 20% more seats while keeping load factors and yields steady. The second half, though, was more challenging as we dealt with supply chain challenges, particularly related to Pratt and Whitney’s GTF engines, alongside natural calamities and a moderating economic environment in the Philippines. However, we proactively managed capacity by focusing on preparing the fleet for the peak travel period in December, where we saw ourselves widen our domestic market share to 59% while also becoming the leading international airline in the Philippines with 24% market share by end of the year.

Our key priorities remain rooted in operational resilience by innovating our products, expanding our fleet, and investing in business continuity, allowing us to better fulfill the core promise to be “Where Dreams Fly” for every passenger.

In an archipelago of more than 7,600 islands, the country relies heavily on air transport for the movement of people and goods, and Cebu Pacific is well positioned as 70% of our routes serve

trunk sectors and facilitate trade, business as well as visiting friends and relatives' traffic. 30% are leisure routes, which help drive domestic tourism – the largest in ASEAN in terms of value. We are also located in a region where there are more than 2 billion people within a 4 to 5-hour flight radius, thereby providing opportunities for both OFWs as well as the opportunity to explore new cultures and countries. Our purpose will always continue to drive us to do better and to provide more, given such strong demand.

Our priorities remain clear: to provide safe and reliable air transport through responsible operations, to invest in our people, fleet and technology, and to maintain financial discipline as we continue to grow. With sustainability embedded in our business model, all capital and operational investments and initiatives contribute to our overall success, such as our hyperfocus on fuel efficiencies, expanding our training facilities for our pilots and cabin crew, and working closely with our subsidiaries and partners in the industry. These efforts support our commitment to making flying accessible for everyJuan, while ensuring we can operate seamlessly even under challenging conditions.

Resilient through Crises

Crisis management has been part of our DNA. Operating in an environment where many conditions are uncontrollable – from shifts in consumer demand, supply chain challenges, fuel and foreign exchange rate volatility, various operating restrictions from constrained airports and runways, or varying environmental conditions such as typhoons and earthquakes – we have remained focused on disciplined execution and cost-efficiency and pride ourselves in our world-class crisis management team. We continue to invest in operational improvements to strengthen our abilities to manage disruptions and maintain service continuity.

Today, we are facing yet another unprecedented crisis. Jet fuel prices have increased significantly, and it is still uncertain how long this will last and largely dependent on how the geopolitical situation unfolds. As an airline and industry, fuel is our single largest operating cost, and decisions will be dependent on its price and supply. However, Cebu Pacific's recent performance has allowed us to be in a position

of strength. We remain to be both commercially and financially resilient, with the fundamental advantages of our low-cost model.

A Solid Foundation for An Enduring Enterprise

The demand for air travel in the Philippines and Asia Pacific is expected to remain strong. Structural drivers, including population growth, rising incomes, and increasing connectivity, continue to support long-term expansion in the aviation sector.

As we turn 30 years of age, the company's solid foundation has prepared us for the next phase of our journey. Cebu Pacific has flown over 270 million passengers since its start in 1996, and we will fly hundreds of millions more in the years to come. As long as there are Filipinos with places to go, families to see, and dreams to pursue – Cebu Pacific will be here.

I would like to express my appreciation to our shareholders and Board of Directors for their confidence in our vision, to our management team and each of our Moment Makers for continuing to deliver on our purpose despite any circumstance, and to our loyal customers for choosing to fly with Cebu Pacific. Especially during these trying times, we value your trust and support.

Looking forward to seeing you on board!

Mike
Michael B. Szucs
Chief Executive Officer



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Highlights for the Year

- Launched direct Manila-Sapporo flights
- Started Cebgo (DG) transfer from NAIA to Clark International Airport with Masbate and Siargao flights
- "Weaving The Past Into the Future" campaign launched

- Joined SMBC Aviation Capital and Ramon Aboitiz Foundation, Inc. (RAFI) for the mangrove planting project in Batangas
- Celebrated 29th Anniversary with PHP 29 seat and trademark piso sale
- Signed agreement to launch Overseas Filipino Worker (OFW) processing center at MCIA
- Organized 19th Eagle Wings Awards for top-performing travel agencies
- Welcomed 1st aircraft delivery for the year
- Launched direct Clark-El Nido and Iloilo-Bangkok flights

- Participated in the Philippines' First All-Electric Aircraft Turnaround
- Launched hiring program for returning OFWs
- Forged partnership with Flyadeal for wet lease, commercial cooperation
- Celebrated 20th Anniversary of Hong Kong office with tribute to OFWs

First Philippine airline to reach 100 aircraft

- Established university partnerships to develop future Filipino aviation engineers
- Named among global airlines with lowest emissions by Cirium Flight Emissions Review

- Formed the Strategic Procurement Group
- Migratory shorebird tagging training with Biodiversity Consultancy, Department of Environment and Natural Resources (DENR)-Biodiversity Management Bureau, and the Ocean Energy Pathways
- Celebration of Cebu Pacific's Annual Safety Week



- Achieved highest ESG score of 47 for 2024 S&P Global
- First airline in Southeast Asia to transform customer experience using generative artificial intelligence (AI)

Launched direct Cebu-Ho Chi Minh flights

- Renewed IOSA registry
- Turned over 10,000 mangroves in Dumanjug, Cebu

- Launched "easytrack" Tire Management System in partnership with Bridgestone
- Expanded A330neo operations to Bohol, Iloilo and Puerto Princesa
- Signed nine-year partnership with the United Nations Children's Fund (UNICEF) for Change for Good
- Launched direct Cebu-El Nido flights

- Hosted the launch of Women in Aviation International - Philippines (WAI-PH) to advance women in aviation
- Continued providing food donations a food aid program with SOS Children's Village Cebu
- Signed damp lease agreement with Bulgaria Air to support peak travel demand

- Launched direct Manila-Riyadh flights, set to start in March 2026, to continue supporting OFWs with more accessible travel
- Provided relief support to typhoon-impacted communities



2025 Financial Highlights

(in billions except basic earnings per share)

Disclosures	2025	% change (vs 2024)
Total revenues	PHP 119.93	▲ 14%
Total operating expenses	PHP 108.43	▲ 13%
Operating income	PHP 11.50	▲ 25%
Net income	PHP 12.31	▲ 128%
Pre-tax core net income	PHP 4.80	▲ 54%
EBITDA	PHP 30.92	▲ 21%
Total assets	PHP 264.67	▲ 11%
Total liabilities	PHP 245.65	▲ 8%
Equity	PHP 19.02	▲ 90%
Basic earnings per share	PHP 19.05	▲ 153%

2025 Performance Highlights

All data comparisons are made against 2024 metrics unless otherwise stated.

Fleet Update

100 Number of aircraft in 2025 (▲2)

5.74 Average fleet age (vs. industry average of 15.1 years)*

7 Number of additional aircraft in 2025

*This excludes AC held for sale. Average global fleet age is from IATA Press Release No. 55 for 2025, dated December 9.



Operational Performance

169,407

Flights (▲6%)

26.9 million

Number of passengers flown (▲10%)

35.5 billion

Available Seat Kilometers (ASK) (▲15%)

32.0 million

Available seats (▲10%)

214,952 tonnes

of cargo flown (▲27%)

28.7 billion

Revenue Passenger Kilometers (RPK) (▲13%)

63

Number of destinations (37 domestic, 26 international)

84.0%

Seat Load Factor (▼0.4ppts)

13.5 million

Online check-ins (▲5%)

125

Number of routes (▲2)

70.8%

On-time Performance (▼3.5ppts)

84.3%

Online bookings (▲6ppts)

56%

Domestic market share (▲2ppts)



Customer Engagement

+35 Customer Net Promoter Score (▲7)



CSAT tracked full year (Post-Flight)
Rating scale of 1-5, with 5 as the highest

Value for money	3.77	▲2%
Bag drop and check-in queuing time	3.97	▲3%
Boarding experience	3.85	▲1%
Bag delivery speed	3.90	▲3%
Agent service	3.90	▲1%
Cabin crew	4.17	▲1%
Inflight announcements	4.17	▲1%
Cabin interiors	3.98	▲1%
Preordered meals	3.61	▲1%

Good Governance

96.3%
Board meeting presence rate

7 Involvements/
membership in aviation-
and business-related
associations

0
Data breaches/
cybersecurity incidents

0
Complaints on
customer privacy

Employee Highlights

339,823
Number of employee
training hours (▼6%)^a

51%
Share of women in all
management positions^b (▲2%)

30.3 million
Investment in training and
development (▼9%)

9%
Share of women
pilots (▲13%)

+30
Employee Net
Promoter Score (▼5)

75,376
Free flights for
employees (▲9%)

73%
Employee engagement
score (▼2ppts)

76,694
Free flights for
dependents (▲12%)

9.2 million
safe-man hours (▲6%)

^a Compared to 361,806 hours in 2024, which includes training for pilots and cabin crew.
^b Excluding pilots.

Environmental Performance

11,051 tonnes in Jet fuel saved from fuel efficiency best practices (▲10%)

34,920 tCO₂e
Avoided emissions from fuel efficiency best practices (▲10%)

75.7 gCO₂/RPK
Carbon emission intensity (▲0.4 gCO₂/RPK)

35,000 kg of PET bottles recycled (▼3%)

16,200 m³ of water recycled^a (▲0.4%)

^a Refers to treated wastewater that was recycled.



Awards and Recognitions

“Sustainable Transportation” and “Diversity & Inclusion” (D&I) 2025 ESGBusiness Awards

Awardee

Cebu Pacific won two international accolades at the 2025 ESGBusiness Awards in Kuala Lumpur, Malaysia for “Sustainable Transportation” and “D&I,” recognizing its leadership in corporate social responsibility (CSR) and ESG excellence.



“Best Airline” 2025 Routes Asia Awards

Awardee

Cebu Pacific was named Best Airline at the 2025 Routes Asia Awards for the second-year running, reflecting the strength of its network strategy and strong partnerships. In 2024, it launched 28 new routes (19 domestic, nine international) and opened new hubs in Davao and Iloilo, boosting domestic route connectivity.



Low Costs, High Praise: Cebu Pacific Wins the 2025 Centre for Asia Pacific Aviation (CAPA) Award LCC of the Year

Cebu Pacific’s LCC model fuels its strategic growth, ensuring that its passengers enjoy affordable, quality, and convenient access to the skies. As Cebu Pacific celebrates its 30 years of operations, the LCC model continues to be its guiding principle—one that earns it both growth and recognition.

CAPA, a global authority in aviation research and analysis, recognized Cebu Pacific this year as Asia’s Low-Cost Airline of the Year. This award is typically given to an LCC for record-breaking passenger growth and strong financial performance—reflecting Cebu Pacific’s steady progress in both operations and fiscal discipline for the past few years.

“We are deeply honored to receive this award from CAPA. It recognizes the passion and commitment of every Cebu Pacific employee who works hard each day to make flying safe, affordable, and accessible for our passengers,” said Mike Szucs, Cebu Pacific’s CEO. “As we expand our reach, our purpose remains clear—to connect people and communities, and to help fuel tourism and economic growth across the Philippines and the Asia-Pacific.”

As an LCC, Cebu Pacific’s commitment to accessible aviation remains a key foundation for how it operates, innovates, and grows. Awards from institutions like CAPA affirm the success of this commitment, symbolizing both recognition in the local aviation industry and another guarantee of quality for passengers.

Cebu Pacific will continue to follow the LCC model as a strategy for success, ensuring that the skies remain affordable for every Juan.

“Sustainability Aviation Lease Deal of the Year” 2025 Airline Economics Sustainability Deals Awards

Awardee

Cebu Pacific won the Sustainability Aviation Lease Deal of the Year award at the 2025 Airline Economics Sustainability Deals Awards in London for its sustainability-linked Japanese Operating Lease with Call Option (JOLCO), which financed a new Airbus A321neo.



“Transportation” category 2025 FinanceAsia Awards

Silver Award

Cebu Pacific won Silver in the Transportation category at the 2025 FinanceAsia Awards, making it the only Filipino airline recognized in that round. The award highlights its strong performance in corporate governance, investor relations, and financial discipline amid an ambitious growth phase.



“Diversity & Inclusion” (D&I) category 2025 Economic Times Human Capital Awards (ETHCA)

Bronze Award

Cebu Pacific earned Bronze in the D&I category (the only Southeast Asian airline recognized among the awardees) at the 2025 ETHCA. The award recognizes its progressive human resource (HR) practices, such as open hiring of transgender cabin crew, early adoption of female pilot recruitment, and the extension of benefits to same-sex and common-law partners.



Strongest Airline Brand in ASEAN Brand Finance



Cebu Pacific was recognized as the Strongest Airline Brand in ASEAN by Brand Finance, highlighting its strength across regional and global aviation peers. It also ranked 6th among the strongest brands in the Philippines, with a BSI score of 89.1 and an 86% increase in brand value to USD 386 million.



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Textile Champion Recognition Department of Science and Technology – Philippine Textile Research Institute

Awarded to Cebu Pacific for promoting Philippine weaving traditions and supporting local textile communities through its Weave campaign

“Tourism Industry Excellence Award” 2025 Department of Tourism Philippine Tourism Awards

Awardee

Cebu Pacific was awarded the Tourism Industry Excellence Award at the Department of Tourism’s (DOT) first-ever Philippine Tourism Awards, recognizing its pivotal role in making air travel more affordable and accessible. This award recognizes its mission of democratizing air travel and driving domestic tourism growth over the years.



“Philippine In-House Team of the Year” 2025 Asian Legal Business (ALB) Philippine Law Awards 2025

Awardee

Cebu Pacific’s Legal Affairs team won the Philippine In-House Team of the Year award at the ALB Philippine Law Awards 2025. The award recognizes the team’s excellence in upholding legal and regulatory standards, ensuring compliance, and enabling Cebu Pacific’s operations.

Top 25 Safest Low-Cost Airlines for 2025 AirlineRatings

Awardee

Safety remains embedded across all functions at Cebu Pacific and it continues to be one of the safest globally, recognized as one of the Top 25 Safest Low-Cost Airlines for 2025 by [AirlineRatings.com](https://www.airlineratings.com).

“In-House Legal Team of the Year for the Aviation and Aerospace Industry (Asia)” and Top-Tier In-House Counsel List In-House Community Counsel of the Year Awards 2025

Awardee

Cebu Pacific’s Legal Affairs team won the In-House Legal Team of the Year for the Aviation and Aerospace Industry at the In-House Community Counsel of the Year Awards. The award recognizes legal teams that demonstrate strong governance, regulatory compliance, and effective support for business operations.

“Top In-House Counsel of the Year” Global Legal Association 8th GLA Annual Arbitration and Litigation Summit

Awardee

The Group Director for Legal Affairs (Natalia G. Nepomuceno) was awarded the Top In-House Counsel of the Year during the 8th Annual Arbitration and Litigation Summit held in Kuala Lumpur, Malaysia. The award showcases the Legal Affairs team’s commitment to excellence, service, and strategic leadership.



“Three Golden Arrows Award” 2025 Institute of Corporate Directors (ICD) Golden Arrow Awards

Awardee

Cebu Pacific received Three Golden Arrows for corporate governance at the 2025 ICD Golden Arrow Awards ceremony, marking its back-to-back recognition. This prestigious award is given to publicly listed companies for their commitment to excellence in corporate governance, as judged against the ACGS.

“Bronze Award for Asia’s Best Integrated Report (First Time)” 11th Asia Integrated Reporting Awards (AIRA)

Bronze Awardee

Cebu Pacific won the Bronze Award for Asia’s Best Integrated Report (First Time) at the 11th AIRA in Singapore, becoming the only airline recognized this year. This award highlights Cebu Pacific’s commitment to transparency and long-term value creation by linking financial performance with governance, sustainability, and strategy.





Excellence in Corporate Governance: Wins at the Golden Arrows and ALB Philippine Law Awards 2025

Corporate governance is a key element in the aviation industry, directly impacting financial performance, safety outcomes, and long-term sustainable growth. As one of the leading aviation companies in the Philippines, Cebu Pacific recognizes the importance of strong governance in operating within a high-risk, complex, and heavily regulated sector.

Cebu Pacific's recognition at the 2025 Golden Arrow Awards and the 2025 ALB Philippine Law Awards reflects its commitment to ethical standards, rigorous risk management, and regulatory compliance.

In 2025, Cebu Pacific secured three Golden Arrow Awards from the ICD, marking its second consecutive year at this level. The awards are based on assessments using the ACGS (ASEAN Corporate Governance Scorecard), which evaluate companies on transparency, board accountability, and stakeholder engagement.



Cebu Pacific's corporate governance was also recognized at the 2025 ALB Philippine Law Awards, where its in-house legal team was named Philippine In-House Team of the Year under Cebu Air, Inc.

These awards reflect Cebu Pacific's position as a company that values both financial and sustainable, well-governed growth. They demonstrate how it balances business performance with robust governance and legal foundations that support Cebu Pacific's success.



Where Work And Wellness Fly Ever Higher

In its 30 years of work, Cebu Pacific has seen firsthand the importance of cultivating a healthy workplace. Not only does it help create an environment where everyone can work to the best of their ability, but it also actively enriches the lives of employees far beyond their day-to-day activities.

2025 marked one of the most notable recognitions of Cebu Pacific's commitment to creating a better workplace: being named among the Best Places to Work in the Philippines at the 2025 BusinessWorld Best Places to Work Awards. It earned two Silver distinctions: one for overall performance and another for excellence in specific workplace areas. These recognitions highlight Cebu Pacific's commitment to employee engagement, inclusivity, and well-being across a large workforce.

The BusinessWorld Best Places to Work Awards are conducted by BusinessWorld in partnership with WorkL, a global employee experience platform. It uses metrics that are designed to measure not just HR policies, but how employees actually feel and experience work life within their companies, making it a people-centric recognition rather than just a corporate nomination.

Cebu Pacific was recognized for its people-first workplace initiatives, particularly its overall performance (reflecting strong workplace satisfaction) and specific areas with inclusion, support for persons with disabilities, age diversity, and employee well-being. Cebu Pacific was also the only local carrier to be recognized, showcasing its outstanding fidelity to creating a better workplace.

Earning recognitions like these show that Cebu Pacific steadily moves forward with sustainable strategies for growth that do not compromise on employee well-being. This allows it to have confidence in both its people and how it takes care of them—ensuring that its own Moment Makers get the best experience possible too.

Cebu Pacific's Operating Context and Outlook

Cebu Pacific operates in a dynamic business environment shaped by external factors that influence how it engages with stakeholders and responds to their needs. This section outlines various aspects of Cebu Pacific's business landscape and the challenges it faces, risks it must manage, and future opportunities it can capitalize on to remain resilient and positioned for long-term growth.

External Factors

<p>Government and regulatory policies</p>	<p>Government policies and political stability have significant direct implications on Cebu Pacific's operations. Key factors include decisions made by governing bodies such as the Civil Aviation Authority of the Philippines (CAAP), the Civil Aeronautics Board (CAB), and the Department of Transportation (DOTr), which drastically affect regulations regarding airline licensing, safety standards, and route approvals.</p> <p>Government tourism programs and legislation surrounding airport infrastructure development (such as the New NAIA Infra Corporation's [NNIC] operational changes to NAIA) also influence travel demand and growth opportunities, which can impact the performance of Cebu Pacific's hub development and route network.</p>	<p>Passenger preferences and perception</p>	<p>Changing lifestyles, digital habits, and preferences for affordable and flexible travel continue to shape Cebu Pacific's service offerings. Additionally, a young and mobile population, growing domestic tourism, and the Filipino diaspora drive strong travel demand for both international and domestic flights. Finally, the "low cost, great value" strategy aligns in an archipelagic country like the Philippines, replacing ferries for inter-island travel.</p> <p>Brand recognition also plays a key role in the social perception of Cebu Pacific. Favorable performance (such as excellent customer service, lack of flight disruptions, and strong operational/financial performance) improves its reputation and allows it to maintain its lead in market awareness.</p>	<p>Sustainability and climate</p>	<p>Cebu Pacific operates in an environment increasingly affected by climate change, including extreme weather events (such as Typhoons Kalmaegi and Fung-Wong in late 2025) and rising expectations for sustainability. Compliance with regulations and global aviation climate commitments guide efforts to reduce emissions, improve fuel efficiency, and manage waste responsibly.</p> <p>Cebu Pacific must also hold itself accountable to ESG commitments it makes, especially given that its products and services can drastically affect its areas of operation such as its hubs. Cebu Pacific must also monitor the aviation landscape for sustainability trends that can support its operations, ensuring that it keeps pace with the overall movement towards more eco-friendly operations.</p>
<p>Economic growth and market conditions</p>	<p>Cebu Pacific's performance remains closely linked to Philippine and regional economic conditions, fuel price movements, inflation, and the Philippine peso-US dollar exchange rate. In the near term, elevated fuel price volatility and disruption-related costs pose a greater risk to fares and profitability, while the underlying demand outlook continues to be supported by economic expansion and rising incomes.</p> <p>Investor confidence in the Philippines' economic prospects also influences aviation activity, supporting capacity deployment and airline services over the medium term. Overall air travel demand remains closely tied to domestic economic performance, shaping Cebu Pacific's operating environment amid periods of heightened external uncertainty.</p>	<p>Technological upgrades and digitalization</p>	<p>Technology plays a key role in enhancing efficiency and customer experience. Cebu Pacific continues to invest in fuel-efficient aircraft, digital booking platforms, and self-service technologies. However, it must also manage cybersecurity risks and keep pace with rapidly changing digital trends.</p> <p>Cebu Pacific must also balance the investments of digital innovation versus technology on the ground (such as aircraft, facilities, and other hardware) to ensure that both its digital and physical services provide a consistent experience to all passengers.</p>	<p>Legal requirements</p>	<p>Cebu Pacific must comply with aviation, labor, consumer protection, and environmental laws, among others, in the Philippines and abroad. This includes regulations from CAAP, CAB, Department of Labor and Employment (DOLE), and DENR. Changes in aviation safety rules, data privacy (under the Data Privacy Act of 2012), or sustainability reporting requirements may affect business operations and compliance processes.</p> <p>Aside from national-level policies, Cebu Pacific must also carefully navigate the dynamic landscape of how legal policy affects other external factors mentioned above. Legal considerations can also affect its strategy for expansion and growth, especially if these legal changes were pre-empted by other external factors previously discussed above.</p>

Outlook

Over the medium term to 2030, Philippine aviation is expected to continue growing, supported by population trends, rising incomes, and sustained demand for domestic and international travel. While the industry will continue to experience periods of volatility, driven by global economic conditions, geopolitical developments, and supply constraints, the underlying demand for air travel in the Philippines remains resilient.

Growth across the sector is expected to be uneven, shaped by capacity, infrastructure, and broader economic conditions. Capacity expansion will depend on the availability of aircraft, airport infrastructure, and skilled labor, as well as the ability of the broader tourism ecosystem to support higher passenger volumes. As traffic increases, maintaining safe, reliable, and compliant operations will remain essential to sustaining passenger confidence and overall industry stability.

Key Drivers Through 2030

Economic Conditions

The Philippine economy is expected to expand steadily through the end of the decade, supported by favorable demographics and rising household incomes. While near-term growth has been affected by a combination of external and domestic pressures, longer-term projections from international institutions continue to point to sustained increases in economic output and purchasing power.

Globally, heightened geopolitical tensions, tighter financial conditions, and ongoing trade and supply chain disruptions have weighed on business confidence and investment sentiment. Domestically, growth was further tempered by slower public infrastructure spending, partly linked to corruption investigations that delayed project implementation and affected investment activity. Against this backdrop, economic momentum softened toward the end of 2025, with gross domestic product (GDP) growth slowing to 3.0% in the fourth quarter and 4.4% for the full year.

Despite these challenges, household consumption remained relatively resilient, supported by easing inflation and stable labor market conditions. As income growth continues to outpace population growth over the medium term, discretionary spending is expected to rise, supporting demand for leisure travel, visits to friends and relatives, and domestic mobility. Continued economic expansion also enables ongoing investment in transport and tourism infrastructure, reinforcing long-term demand for air travel.

Demographics and Income Growth

Demographic trends continue to provide a strong foundation for long-term travel demand in the Philippines. The population is expected to remain relatively young through 2030, with a large share in the working-age bracket and a steadily expanding middle-income segment. Projections from regional development institutions indicate that the middle class could account for more than 40% of the population by the end of the decade, reflecting sustained income growth and improving employment prospects.

As household incomes rise and financial stability improves, travel is becoming more attainable for a broader segment of the population. This is expected to translate into higher trip frequency, particularly for domestic travel and short-haul international journeys, driven by leisure, family visits, and personal mobility. Over time, these shifts support a more structurally embedded demand for air travel rather than purely cyclical or price-driven growth.



Tourism Demand

Tourism is expected to remain a key driver of aviation demand, supported by the Philippines' large and resilient domestic tourism market. Domestic travel continues to account for most tourism activity, providing a stable base that helps cushion the sector during periods of weaker inbound demand or heightened global uncertainty.

This strength is reflected in recent data. In 2023, the Philippines emerged as Southeast Asia's largest domestic tourism market, generating over USD 52 billion in revenue. By 2024, domestic tourist expenditures reached approximately PHP 4 trillion, accounting for 67.9% of the total PHP 5 trillion expenditures.

Building on this momentum, the DOT is driving growth by enhancing domestic travel experience while strengthening the country's global appeal. Anchored in the National Tourism Development Plan 2023–2028, the strategy includes targeted investments in infrastructure, digital transformation, sustainable tourism sites, culturally rich experiences, and expanded promotions of local destinations and products.

Airlines like Cebu Pacific are uniquely positioned to contribute towards this development, both by enabling travel and encouraging the local tourism industry. Coordination with local government bodies and institutions like the DOT will be critical to promoting tourism, alongside gaining valuable insight on passenger behavior.





Challenges Ahead

Airline Costs for Infrastructure and Fleet Expansion

Airlines continue to face significant challenges with consumer adoption due to a variety of factors, including but not limited to: infrastructure gaps, maintenance bottlenecks, and labor shortages that cap growth. Foreign exchange (FX) risk also significantly erodes profit margins for businesses engaged in international trade by introducing volatility into costs and revenues. These factors make rapid expansion difficult for airlines, as they balance the need for growth with providing excellent passenger service.

Costs are also another factor that hold back local airlines from expanding; one example is the aircraft industry's complex, capital-intensive nature making it vulnerable to both local and global supply chain disruptions. Additionally, fluctuating fuel prices and tariff wars further strain an already interdependent global supply chain. Airlines earn most revenues in Philippine pesos but incur over two-thirds of costs in US dollars, exposing them to significant foreign exchange risks.

Deficiencies In the Philippine Tourism Ecosystem

While airlines are well positioned to both benefit from and accelerate the growth of the tourism sector, realizing this potential requires more than improved air connectivity. On the ground, hotel capacity is often unable to meet demand during peak travel periods. Destination readiness remains uneven, with several areas lacking reliable transport and consistent tourism services needed to support visitor growth.

Factors regarding visa accessibility also affect international growth. For instance, lengthy and paperwork-intensive application processes and limited visa-free periods hamper international travel. To unlock the Philippines' full tourism potential, improvements across the entire ecosystem are needed, from accommodations to ground access and visitor services.

Ninoy Aquino International Airport's (NAIA) Capacity to Meet Tourist Demand

NAIA is the sole aviation hub in Metro Manila and serves as the backbone of the Philippines' air transport system. Since 1996, Cebu Pacific has leveraged NAIA as its base to build its fleet, enabling it to grow its domestic and regional routes. Today, Cebu Pacific's Manila hub remains the core of its activities and the source of its long-term growth, with NAIA being the 31st busiest airport globally and the 5th busiest in ASEAN in 2024. However, this reliance is challenged by the airport's limitations in terms of terminal capacity, runway slots, parking bays, and immigration processing.

Airline expansion has exceeded NAIA's capacity to accommodate both passenger volume and aircraft movements, restricting network growth and limiting slot availability. The World Economic Forum (WEF) supports this assessment, assigning the Philippines an air transport infrastructure score of 3.62, below the Asian average of 4.0. This score reflects the adequacy of a country's airport facilities, connectivity, and efficiency in supporting both domestic and international travel. Thus, major airport upgrades or viable alternatives are crucial to ensure that the growth of Philippine aviation will be able to keep pace with rising tourism demand.

Solutions And Mitigating Measures

Leveraging A Strong Demand for Domestic Travel

Domestic air travel shows strong signs of sustained growth—9.4% year-on-year (YoY) based on 2014–2019 compound annual growth rate (CAGR)—with Cebu Pacific outpacing competitors in post-COVID recovery. Given its better margins compared with international routes, domestic expansion will provide a stable profit base and enable growth into secondary ports, international routes, or a hybrid approach.

From a financial analysis perspective, Metro Manila—and eventually the Greater Capital Region (GCR)—will remain Cebu Pacific’s most profitable market and the focal point of network growth. As the Philippines’ leading carrier, Cebu Pacific can take advantage of this opportunity by expanding routes, while advancing cost effective aviation practices in the industry.



Construction of the New Manila International Airport (NMIA)

To address the growing air traffic demands of NAIA, the NMIA will be constructed on a 2,500-hectare site in Bulacan. The airport will feature four parallel runways, five wings, and 240 boarding gates. It will also be integrated with the country’s transportation network, with 21 access roads and expressways, including an eight-kilometer road connecting Marilao and Balagtas (two major cities in Bulacan) to the North Luzon Expressway (NLEX) and the Northern Access Link Expressway (NALEX).



Once fully functional, NMIA is expected to boost air transport efficiency. Its development aims to future-proof the country’s aviation infrastructure while resolving NAIA’s chronic congestion issues. NAIA and NMIA will jointly serve Metro Manila and its surrounding regions like the GCR, establishing a two-airport system. Under this model, two major airports work in tandem to handle an urban area’s commercial air traffic, a setup proven effective in cities like Tokyo (Haneda and Narita) and Seoul (Gimpo and Incheon).

Short-Haul Route Expansion

Expanding operations within a four- to five-hour flight radius would strengthen Cebu Pacific’s international footprint by accessing a market of over two billion people. It is already leading routes from the Philippines to key markets such as Hong Kong and Japan. China (projected to lead outbound travel by 2040 due to economic growth and pent-up demand) also presents a clear opportunity for route expansion.

While Manila remains the primary hub for international travel, reviving high-potential routes in secondary hubs (e.g., Kalibo–South Korea) could stimulate additional demand. The Filipino diaspora within this radius also represents nearly 80% (or 167 million) of overseas Filipinos, offering a strong base for international travel.

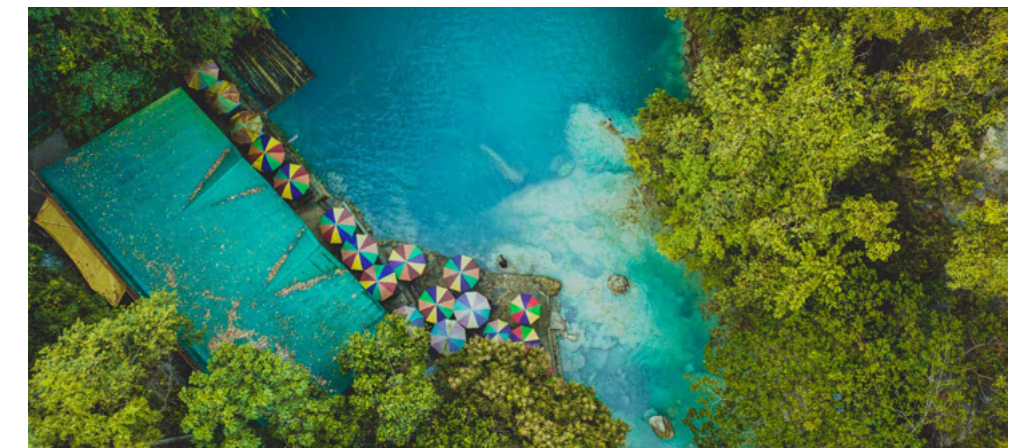
Further Investments into International Routes

Cebu Pacific’s medium- to long-haul network currently includes Dubai and Australia, yet expansion opportunities exist in previously served markets such as Saudi Arabia, Kuwait, and Qatar due to substantial OFW populations.

Inbound leisure travel from long-haul markets also presents growth potential, with India standing out as a particularly compelling opportunity. As one of the world’s largest middle-class populations, India remains largely untapped; in 2024, nearly 170,000 passengers traveled indirectly between India and the Philippines. Introducing direct low-cost flights could unlock significant demand.

Australia is another promising market with large indirect traffic to the Philippines. While Sydney and Melbourne are currently connected to Manila, growth potential remains in both countries’ secondary airports. Philippine beach destinations (such as Cebu, Bohol, and Puerto Princesa) could emerge as competitive alternatives to Bali. With Bali receiving approximately 74,600 daily passengers at Ngurah Rai Airport in 2023, the Philippines could capture a share of this demand.

Jetstar Australia’s upcoming Cebu-Brisbane route (using A321LR aircraft) also highlights rising demand for travel to and from the Philippines. Indirect passenger data reinforces these opportunities, with Perth and Brisbane emerging as top potential routes, followed by Delhi, Adelaide, and Mumbai. While acquiring long-range narrowbody aircraft could support these routes, Cebu Pacific may also pursue interline or virtual interline agreements with partners such as IndiGo or Jetstar, combining fleet capabilities with strategic partnerships to efficiently access new markets.





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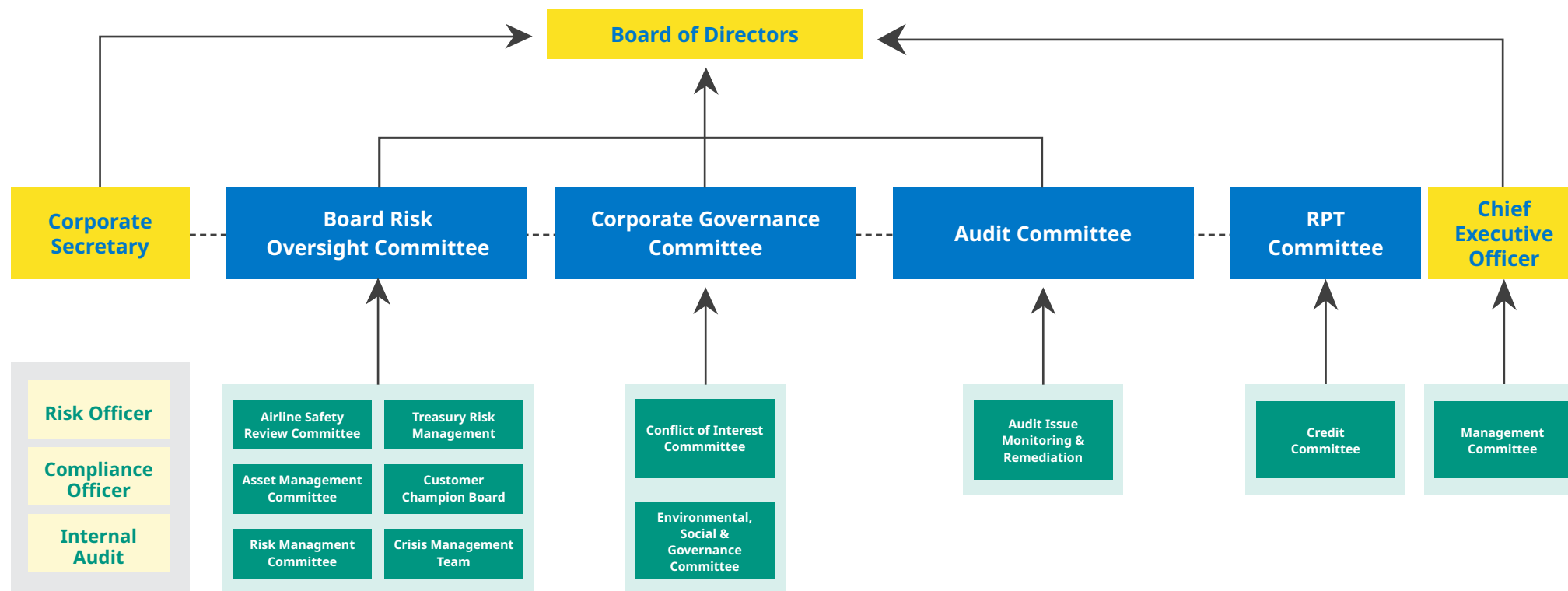
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Governance

Governance Structure

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Legends

----- Board governance support, including coordination, compliance, and records management

- Key Officers
- Board Committee
- Management-level Committee

Board Responsibilities

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The Board of Directors (“the Board”) is responsible for Cebu Pacific’s overall governance. The key responsibilities of the Board include fostering long-term success, formulating and annually reviewing the vision, mission, strategic objectives, policies, and procedures, overseeing major plans and risk management, adopting succession planning and remuneration policies, and ensuring compliance with laws and regulations. They are also charged with aligning Cebu Pacific’s competitiveness and profitability with its corporate objectives.

The Board also has internal control responsibilities, overseeing proper management and supervision, actively managing operations, and establishing organizational and procedural controls supported by effective information and risk management systems. It oversees the establishment of an Enterprise Risk Management (ERM) framework to identify, monitor, assess, and manage key business risks. The Board is also responsible for the election of officers and may prescribe their powers, duties, and fix their compensation.

Cebu Pacific’s Core Values are the beliefs that the Board, Management, and staff hold in common and endeavor to put into action. The CEO is responsible for communicating and implementing Cebu Pacific’s vision, mission, values, and overall strategy.

Board Committees

The Board plays a critical role in ensuring that sustainability and risk management frameworks are embedded into Cebu Pacific’s governance structure. The Board exercises these responsibilities through four key committees:

- Corporate Governance Committee (CG Committee)
- Board Risk Oversight Committee (BROC)
- Audit Committee
- Related Party Transactions (RPT) Committee

These committees support the Board’s oversight responsibilities and assist in monitoring Cebu Pacific’s performance in alignment with the Corporate Governance Manual, Code of Business Conduct, and applicable Securities and Exchange Commission (SEC) Circulars.



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Corporate Governance Committee (CG Committee)

The CG Committee oversees the development and implementation of Corporate Governance principles and policies. Its mandates include:

- Overseeing and maintaining the Corporate Governance framework, ensuring it stays appropriate as Cebu Pacific's business and regulatory environment evolves
- Overseeing the formulation and implementation of the Code of Business Conduct and Ethics and internal governance policies, including communication and compliance training
- Establishing and maintaining channels for stakeholders (employees, customers, suppliers, creditors, etc.) to raise concerns about unethical or unlawful behavior
- Overseeing performance evaluations of the Board, its Committees, and Management, including annual self-evaluation of the Committee itself
- Recommending continuing education/training for Directors, assignments to Board Committees, succession planning for directors and senior officers, and levels of remuneration tied to performance
- Determining the nomination and election process for Directors and defining the desired profile for Board members
- Establishing formal procedure for director and officer remuneration consistent with strategy and governance principles
- Reviewing and recommending policies on conflict of interest, salaries and benefits, promotions, career advancement, and compliance with statutory requirements
- Overseeing effectiveness of executive performance, succession planning, and incentive structures (e.g., profit-sharing schemes)

Specific to sustainability, the Committee is responsible for:

- Overseeing the implementation and review of the ESG framework and strategy
- Reviewing and approving the sustainability-related disclosures, including the Sustainability Report, in line with local and international standards
- Providing guidance and oversight on ESG goals, metrics, and progress, based on regular reports received from the management-level ESGC
- Ensuring that ESG initiatives are consistent with Cebu Pacific's values, purpose, and stakeholder expectations
- Supporting the continuous improvement of corporate governance practices in relation to ESG matters

The CG Committee meets at least twice annually or more frequently as needed and ensures that ESG-related developments are escalated to the Board.

Board Risk Oversight Committee (BROC)

The BROC defines Cebu Pacific's level of risk tolerance and provides oversight over its risk management policies to anticipate, minimize, and control threats to operational and financial viability. The BROC evaluates the ERM Plan for continued effectiveness.

The BROC is responsible for overseeing the ERM framework. The Committee ensures that a robust risk management system is in place to proactively identify, assess, and manage risks that may affect Cebu Pacific's operational and long-term financial viability. Key responsibilities of the BROC include:

- Reviewing Cebu Pacific's risk management policies, appetite, and controls
- Overseeing top and emerging risks, including climate-related and operational risks
- Receiving regular reports from all relevant management committees
- Ensuring alignment between risk oversight and strategic business objectives

The Committee also plays an integral role in risk governance by:

- Maintaining and managing an effective, efficient, and integrated risk management process in Cebu Pacific's
- Reviewing Cebu Pacific's risk appetite levels and risk tolerance limits based on changes and developments in the business
- Providing oversight over Management's activities in managing credit, market, liquidity, operational, legal, and other risk exposures of Cebu Pacific
- Continuously developing a risk-aware culture that is pervasive throughout Cebu Pacific, ensuring transparency in reporting of the risks

The BROC meets twice a year, or more frequently as needed. The reports are prepared by the ERM Group (ERMG) that also coordinates risk governance efforts across all functions, including inputs on ESG risks.

Audit Committee

The Audit Committee is responsible for assisting the Board in fulfilling its oversight responsibilities relating to the integrity of the parent company's financial reporting, internal controls, audit processes, and compliance with applicable laws and regulations.

It ensures the reliability and accuracy of financial statements and the effectiveness of internal control systems. Key responsibilities of the Audit Committee include:

- Overseeing the work of the internal and external auditors
- Reviewing the scope and results of audits, and monitoring the implementation of audit recommendations
- Evaluating the adequacy of financial reporting policies and practices, ensuring they align with applicable accounting standards
- Monitoring the effectiveness of the compliance framework and ensuring that any significant findings or irregularities are addressed in a timely manner

The Audit Committee meets four times a year, or more frequently as needed. Through these oversight functions, the Audit Committee plays a critical role in strengthening Cebu Pacific's ability to manage its risk posture.

Related Party Transaction (RPT) Committee

The RPT Committee is responsible for reviewing and overseeing transactions between the parent company and related parties to ensure that these are conducted at arms-length: fairly, transparently, and in the best interests of Cebu Pacific and its shareholders. Key responsibilities of the RPT Committee include:

- Evaluating the materiality and terms of proposed related party transactions, endorsing them for Board approval when necessary, and regularly reviewing existing RPTs to ensure continued compliance and fairness
- Monitoring adherence to Cebu Pacific's RPT policy
- Ensuring that appropriate disclosures are made in Cebu Pacific's financial reports and public filings

The RPT Committee currently meets on a per need basis. By ensuring that RPT transactions are conducted fairly and transparently, the RPT Committee supports the Board's broader mandate to manage governance risks, uphold ethical standards, and reinforce stakeholder trust.

Through its designated committees, the Board provides strategic guidance, independent oversight, and accountability to ensure that Cebu Pacific creates long-term value while managing its emerging risks and responsibilities to stakeholders.

The Board designates an Annual Board Strategy Day every August, dedicated to long-term strategic planning and discussions on emerging industry trends, market disruptors, and potential future risks. It ensures the Board moves beyond routine operational oversight and regulatory compliance to focus on the long-term sustainability and growth trajectory of Cebu Pacific.

Chief Executive Officer (CEO)

The CEO leads the implementation of Cebu Pacific's vision, mission, and strategy as approved by the Board. The CEO oversees operations and resource management, promotes a strong corporate culture, directs key officers, and ensures that business activities are conducted prudently and in compliance with laws and internal controls. The CEO serves as the main link between the Board, Management, and stakeholders, providing the Board with timely and balanced reports on Cebu Pacific's performance, financial condition, and outlook.

Corporate Secretary and Assistant Corporate Secretary

The Corporate Secretary (and Assistant Corporate Secretary) assist the Board and Committees in planning and conducting meetings, ensures accurate and timely information for decision-making, safekeeps minutes and official records, advises on governance matters and Board Committees, oversees Director orientation and training, ensures compliance with By-Laws, and performs other duties as required by the SEC or the Board.

Compliance Officer

The Compliance Officer is responsible for overseeing the effective implementation of Cebu Pacific's corporate governance framework. The Compliance Officer also reports compliance issues to the Board and recommends appropriate actions, represents Cebu Pacific before regulatory authorities when required, collaborates with internal stakeholders to address and resolve compliance risks, and promotes continuous governance education by ensuring the participation of Directors and Key Officers in relevant trainings.

Internal Audit

Cebu Pacific's Internal Audit function provides independent, objective, and risk-based assurance designed to add value and enhance the effectiveness of its operations. It supports the achievement of Cebu Pacific's strategic and operational objectives by applying a systematic and disciplined approach in evaluating and improving the effectiveness of its risk management, internal control, and governance processes. The Internal Audit Head reports functionally to the Audit Committee and administratively to the CEO, ensuring independence while maintaining organizational alignment. The role is granted full and unrestricted access to management and relevant information necessary to perform audit responsibilities, and does not exercise executive authority outside the Internal Audit function.

Risk Officer

The Risk Officer oversees Cebu Pacific's ERM framework. The role ensures key business risks are identified, assessed, and managed effectively. Reporting functionally to the BROCC and administratively to the CEO, the Risk Officer develops and maintains ERM processes. The role defines the risk management strategy, evaluates and categorizes risks, and implements mitigation plans. The Risk Officer also communicates significant risks to the BROCC, collaborates with Management on recommendations, and ensures compliance with laws and regulations. The role has authority to allocate resources, access personnel, and obtain assistance to achieve ERM objectives.



Board of Directors



Lance Y. Gokongwei
Chairman
59, Filipino
Tenure: 29 years



Alexander G. Lao
Director
50, Filipino
Tenure: 2 years



Robina Y. Gokongwei Pe
Director
64, Filipino
Tenure: 18 years



David Gulliver G. Go
Director
54, Filipino
Tenure: 1 year



Jose Fernando B. Buenaventura
Director
91, Filipino
Tenure: 29 years

Mr. Lance Y. Gokongwei serves as the Chairman of Cebu Air, Inc. He has likewise been serving as President, Chief Executive Officer, and Executive Director of JGSHI since May 14, 2018. He also holds the position of Chairman of Universal Robina Corporation and Robinsons Land Corporation, and, effective October 1, 2025, serves as Chairman, President, and Chief Executive Officer of JG Summit Olefins Corporation. He is a Director and Vice Chairman of Manila Electric Company, Vice Chairman of Maxicare Corporation, and a member of the Advisory Council of Bank of the Philippine Islands since April 2023. He is also a Director of Oriental Petroleum and Minerals Corporation, Singapore Land Group Limited, Shakey's Asia Pizza Ventures, Inc., AB Capital and Investment Corporation, SP New Energy Corporation, and was elected Director of Robinsons Retail Holdings, Inc. on July 25, 2025. He is a Trustee and the Chairman of the Gokongwei Brothers Foundation, Inc. He holds a Bachelor of Science degree in Finance and a Bachelor of Science degree in Applied Science from the University of Pennsylvania.

Mr. Alexander G. Lao is presently the President and Chief Commercial Officer of Cebu Air, Inc. following his appointment in January 1, 2023. He became Chief Commercial Officer last May 10, 2021. Prior that, he was previously the Chief Strategy Officer since August 16, 2019. Prior to this, he served as Vice President for Commercial Planning since February 2012 and Director of Revenue Management from October 8, 2007 to February 2012. Before joining the Group, he worked as Assistant Vice President of Philamlife from August 2001 to September 2007 and as Business Development Assistant of Ayala Life from 1998 to 1999. He graduated from Ateneo De Manila University with a Bachelor of Science degree in Legal Management. He also received his Master's degree in Business Administration from the Asian Institute of Management. He has 15 years of experience in the airline industry, all of which have been with the Group.

Ms. Robina Gokongwei Pe has been a director of Cebu Air, Inc. since August 1, 2007. She is also a Non-Executive and Non-Independent Director of JGSHI since April 15, 2009. She is the Chairman of Robinsons Retail Holdings, Inc. (RRHI). Operating a diverse portfolio of brands, RRHI is one of the largest multi-format retailers in the country. She is also a Director of Robinsons Land Corporation. She is a Trustee and the Secretary of the Gokongwei Brothers Foundation, Inc. and a Trustee and Vice Chairman of the Immaculate Concepcion Academy Scholarship Fund. She is also a member of the Xavier School Board of Trustees. She attended the University of the Philippines-Diliman from 1978 to 1981 and obtained a Bachelor of Arts degree (Journalism) from New York University in 1984. She has two children, Justin, 30 and Joan, 20. She is married to Perry Pe, a lawyer.

Mr. David Gulliver Go is a director of Cebu Air, Inc. and Luzon International Premier Airport Development Corp. (LIPAD) since 2024. For the past 6 years, he has been the Chief Human Resources Officer of JG Summit Holdings, Inc., the publicly-listed parent holding company of Cebu Air, Inc. Beginning January 2026, he serves as a Trustee of the Board of the Cebu Pacific Foundation, Inc. Previously, he was the Head of Executive Education at the Asian Institute of Management (AIM), serving both local and international corporate organizations for their executive training programs. Prior to this, he was engaged in other roles in the education sector, with Enderun Colleges as Business Administration Head and with Binus University Indonesia as Visiting Faculty. He also held executive director positions at endowed research centers for banking (Jose B. Fernandez Jr. Center for Banking and Finance) and tourism (Andrew L. Tan Center for Tourism). He received his Masters in Business Administration from the Asian Institute of Management and a Doctorate Degree from Ritsumeikan University.

Related Party Transaction Board Risk Oversight Audit

Mr. Jose F. Buenaventura has been a director of Cebu Air, Inc. since December 1995. He is a Senior Partner in Romulo Mabanta Sayoc & de los Angeles. He is Chairman and Director of Consolidated Coconut Corporation, Gladtohome, Inc. and GROW, Inc. He is a member of the Board of Grow Holdings, Inc., Hicap Properties Corporation, Himap Properties Corporation, La Concha Land Investment Corp., Philplans First, Inc., Techzone Philippines, Inc., Total Consolidated Asset Management, Inc., and Turner Entertainment Manila, Inc. He is also a member of the Board of Advisors of BDO Unibank, Inc.

Mr. Buenaventura received his Bachelor of Laws degree from the Ateneo de Manila University and his Master of Laws degree from Georgetown University Law Center, Washington D.C. He was admitted to the Philippine Bar in 1960.



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Brian H. Franke
 Director
 62, American
 Tenure: 4 years



Bernadine T. Siy
 Independent Director
 66, Filipino
 Tenure: 4 years



Brian Mathew P. Cu
 Independent Director
 43, Filipino
 Tenure: 4 years



Richard Raymond B. Tantoco
 Independent Director
 59, Filipino
 Tenure: 4 years

Mr. Brian H. Franke has been a director of Cebu Air, Inc. since July 15, 2021. Mr. Franke has been a principal of Indigo Partners LLC, a private equity fund focused on air transportation, since April 2004. He has served as a member of the Frontier Airlines Board of Directors since December 2013.

Mr. Franke has served on the boards of directors of Concesionaria Vuela Compañía de Aviación, S.A.B. de C.V., an airline based in Mexico doing business as Volaris, since July 2010, including as board chair since April 2020; several entities within the JetSMART SpA group, an airline based in South America, since March 2017; and APIJET, LLC, a software company focused on providing real-time cost saving analytics to airlines, since November 2020.

He previously served on the boards of Tiger Aviation Pte. Ltd, a Singapore-based airline, from 2008 to 2010, and Tiger Airways Australia Pty Ltd., an Australian-based airline, from 2009 to 2010. Mr. Franke also served on the University of Arizona Foundation board and its investment and executive committees.

Mr. Franke holds a B.S. from the University of Arizona and a Masters of International Management from the Thunderbird School of Global Management.

Audit (Chairperson) Corporate Governance Related Party Transaction

Ms. Bernadine T. Siy has been a director of Cebu Air, Inc. since March 3, 2021. She has been a Non-Executive and Independent Director of JGSHI since June 3, 2024. She serves as an Independent Director of PLDT, Inc. and Anvaya Cove Golf and Country Club, Inc.

She is currently the Chairperson of the Board of Trustees of Ateneo de Manila University, and a fellow and trustee of the Foundation for Economic Freedom, an economic policy advocacy organization. She is also a current member of the Board of Directors of Epicurean Partners Exchange Inc., the operators of the Kenny Rogers restaurant chain which she founded in 1994, and Seattle's Best Coffee which she introduced to the Philippine market in 2000.

She also holds the position of President and Director of Interworld Properties Corporation and B289 Properties Inc. She previously served as a director of Security Diners International Corporation, which was then a wholly-owned subsidiary of Security Bank operating the Diners Card business, from 1986 to 1992.

She was the President and Chief Executive Officer of Fil-Pacific Apparel Corporation (one of the country's leading garment corporations) from 1987 to 1995, and again from 2004 to 2013, EPEI from 1994 to 2011, and Consultant to the Board of Directors of Development Bank of the Philippines from November 2012 to June 2014.

She obtained her Bachelor of Arts Degree in Economics, Magna Cum Laude in 1980 from Ateneo de Manila University and Master's Degree in Management with Majors in Finance and Accounting in 1984 from the J.L. Kellogg Graduate School of Management of Northwestern University in Chicago, Illinois, USA.

Audit Corporate Governance Board Risk Oversight (Chairman)

Mr. Brian Mathew P. Cu has been a director of Cebu Air, Inc. since March 03, 2021. He is the former President and Co-Founder for Grab Philippines. His role revolved around a duo directional and strategic leadership for core capabilities in Grab Philippines, other areas of focus include, strategies for business development and technology.

He started his career as a management consultant with the Boston Consulting Group. While in BCG, he co-founded GoJek in Indonesia. He decided to jump full time into the world of entrepreneurship in 2012 when he co-founded Zalora Philippines. He left in mid-2013 to co-found Grab Philippines and served as its president until August 2020.

He has a real passion for building companies that deliver a positive impact in society. Aside from enjoying getting into the weeds and fixing a company's operational challenges and defining growth strategies he also finds time to build up the next generation of entrepreneurs through mentorship or investments.

Corporate Governance (Chairman) Board Risk Oversight Related Party Transaction (Chairman)

Mr. Richard Raymond B. Tantoco has been a director of Cebu Air, Inc. since May 12, 2021. He is the President of CleanEdge Resources Philippines, Inc. He is also a member of the Board of Directors of First Philippine Holdings Corporation, First Gen Corporation, Energy Development Corporation, and several of these companies' subsidiaries. Prior to joining Energy Development Corporation and First Gen Corporation, Mr. Tantoco worked with the management-consulting firm Booz, Allen & Hamilton, Inc. in New York and London as well as Procter and Gamble Philippines. Mr. Tantoco serves as a Trustee in the board of several non-profit organizations – Cebu Pacific Foundation, Oscar M. Lopez Center For Climate Change Adaptation and Disaster Risk Management Foundation, Inc., and The Eugenio Lopez Foundation, Inc. Mr. Tantoco obtained his B.S. Business Management degree from the Ateneo de Manila University where he graduated with honors, and his MBA in Finance from the Wharton School of Business of the University of Pennsylvania.

Senior Management and Corporate Officers

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Michael B. Szucs
Chief Executive Officer

Alexander G. Lao
President and
Chief Commercial Officer

Mark Julius V. Cezar
Chief Financial Officer

Javier L. Massot
Chief Operations Officer

Candice Jennifer A. Iyog
Chief Marketing and
Customer Experience Officer

Felix Dan S. Lopez
Chief Human
Resources Officer



Fabricio C. Ibanez
Chief Digital and
Technology Officer

Samuel S. Avila II
Vice President for
Flight Operations

Maria Leonora A. Apostol
Vice President for Customer
Service Operations

Materno C. Ilagan
Vice President for
Safety, Quality, and Security

Shevantha K. Weerasekera
Vice President for Engineering
and Fleet Management

Aileen M. Isidro
Vice President for Corporate
Strategy and Risk Officer



Trina E. Asuncion
Vice President for Controllership
and Investor Relations

Maria Cecilia G. Natividad
Vice President for
Corporate Affairs

Anne Romadine P. Tieng
General Counsel and
Compliance Officer

Josine Ma. P. Mendoza
Corporate Secretary

Ederlyn S. Agustin
Assistant Corporate Secretary

Pamela Rae A. Chua
Treasurer^a

^aServed as Treasurer effective December 1, 2025.



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Board of Directors and Independence

The Board of Directors is entrusted with governing Cebu Pacific, upholding its policies and regulations and providing an independent check on its management. It is composed of nine members, including one Executive Director and eight Non-Executive Directors, all of whom are elected by the shareholders during the Annual Stockholders' Meeting.

Out of the nine members, the President and Chief Commercial Officer is elected as the sole Executive Director, while the other eight members are Non-Executive Directors. This includes the Chairman of the Board, who does not hold any senior executive position within Cebu Pacific. The Board has three Independent Directors.

None of the independent directors serve on more than five boards of publicly listed companies, and their tenure in the same capacity for Cebu Pacific does not exceed nine years.

Board Diversity and Competencies

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In accordance with best practices in corporate governance and the implementation of Cebu Pacific's Board Diversity Policy, the Board consists of directors spanning a wide range of ages. The Board Diversity Policy provides that the selection of candidates must be primarily based on merit to be measured against objective criteria and with due regard to diversity on the Board. The range of diversity perspectives includes age, gender, race, nationality, educational background, ethnicity, religion, professional experience, skills, and knowledge.

In striving for diversity, the Board takes into account, among others, varied competencies, knowledge, skills and business experiences that promote critical reasoning and analysis, providing fair and appropriate voice and representation across a multitude of disciplines. Of equal importance is that the Board should possess Cebu Pacific's core values.

The Board also lists diversity objectives as follows:

- At least one female Independent Director
- At least 25% of the Board members have background or experience in the transportation sector
- At least 75% of the Board members have background or experience in management and/or business administration
- At least 50% of the Board members have sufficient background or training in accounting or finance

Cebu Pacific keeps track of its Directors' diverse areas of expertise via its Board Skillset Matrix. This matrix gives an overview of each Board member's skills and knowledge.

By systematically analyzing the skillsets of individual board members, the Matrix helps in identifying any gaps or areas where additional expertise may be required. This, in turn, enables the board to make informed decisions, provide effective oversight, and enhance corporate governance.

Trainings and Continuing Education Programs for the Directors and Key Officers

Cebu Pacific ensures that its Directors, Senior Management, and Key Officers are equipped with the necessary skills and knowledge to lead Cebu Pacific towards long-term sustainable growth. Through training and continuing education programs, Cebu Pacific keeps its leaders ready to address the various challenges facing it today.

In 2025, Cebu Pacific organized the following training sessions for its Board and Key officers, as reported also with the SEC and PSE:

- **Flying in the Next 10 Million Travelers – How Philippines Tourism Can Take-Off**
- **State of the Industry**
- **Corporate Governance in the Age of AI: Navigating Opportunities and Risks for a Future-Ready Gokongwei Group**

2025 Board Skillset Matrix

	Lance Y. Gokongwei	Alexander G. Lao	Robina Y. Gokongwei Pe	David Gulliver G. Go	Jose F. Buenaventura	Brian H. Franke	Bernadine T. Siy	Brian Mathew P. Cu	Richard Raymond B. Tantoco
Aviation or Transportation	✓	✓	✓		✓	✓	✓	✓	✓
Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sales and Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Control	✓	✓	✓	✓	✓	✓	✓	✓	✓
Human Resources	✓		✓	✓					



Board Oversight on Financial and Non-Financial Reporting

2-14

The Board ensures that shareholders and stakeholders receive a balanced and comprehensive assessment of Cebu Pacific's performance through disclosures to the SEC and the Philippine Stock Exchange (PSE). Policies are established for comprehensive, accurate, reliable, and timely reporting, ensuring a fair and complete picture of Cebu Pacific's condition.

The Board ensures compliance with disclosure rules, the prohibition of insider trading and communication of material non-public information, and the maintenance of a cost-efficient communication channel (including media briefings) for all stakeholders.

This mandate explicitly includes material and reportable non-financial and sustainability issues related to ESG concerns. Cebu Pacific may adopt globally recognized standards/frameworks for reporting sustainability issues.

In addition, the Board ensures the disclosure of all relevant information on Directors and key executives (qualifications, conflicts of interest, remuneration policies, and RPTs).

Cebu Pacific's Internal Audit covers the evaluation of controls over governance, operations, and information systems, including the reliability and integrity of financial and operational information, effectiveness of operations, and compliance with contracts, laws, rules, and regulations. Management must establish rules for financial reporting and internal control to ensure the integrity of financial reports and protection of assets for the benefit of all stakeholders. These rules are reviewed by the Audit Committee.

The Board, in consultation with the Audit Committee, also recommends an External Auditor to provide objective assurance on financial statement preparation and presentation.

Management Responsibilities

Cebu Pacific's business units and subsidiaries execute strategies and manage day-to-day operations. Its core business groups include air transportation, cargo and ancillary services, ground handling, aviation training, maintenance repair and overhaul. These are each led by a group head who reports to the CEO.

Management Oversight on Risk Management and Sustainability

2-13

In line with Cebu Pacific's ESG goals, several management-level committees have been formed to proactively address enterprise risks to enhance business continuity and stability.

- **Airline Safety Review Committee (ASRC):** The ASRC reports to the BROC, and is convened to provide direction on the implementation of Cebu Pacific's safety program. It is responsible for reviewing the relevance and adequacy of safety standards, policies, and procedures.

As part of its mandate, the ASRC also considers emerging risks posed by climate change that may impact flight and operational safety.

- **Crisis Management Team (CMT):** Cebu Pacific's CMT is responsible for responding to emergencies and disruptions, including those arising from climate-related risks such as extreme weather or natural disasters.

Guided by the Emergency Response Procedures Manual (ERPM), the CMT coordinates immediate response actions, monitors early warning indicators, and ensures the safety of passengers, crew, and staff.

It also works closely with regulatory authorities to minimize operational impact and support business continuity, reinforcing Cebu Pacific's resilience amid evolving climate and operational challenges.

- **Risk Management Committee (RMC):** The RMC reports to the BROC, and is responsible for overseeing and guiding Cebu Pacific's risk management strategies and policies across all functions.

Specific to climate risk, RMC covers both physical and transition risks—including their identification, assessment, integration and alignment into the ERM framework, and oversight of mitigation plans.

- **Environment, Social, and Governance Committee (ESGC):** To support sustainability integration at the operational level, Cebu Pacific established the ESGC in 2024 as a management-level committee. The ESGC is led by the CEO and meets quarterly or as necessary. It is responsible for developing and driving Cebu Pacific's ESG framework and strategy. The ESGC reports to the CG Committee for policy-related matters and to the BROC for ESG risks and concerns.

The ESGC has oversight over Cebu Pacific's sustainability initiatives, focusing on reducing carbon footprints through modern, fuel-efficient fleets (like the A330neo), implementing electric ground support, and promoting eco-friendly practices. Socially, they drive employee well-being, D&I programs, and community support through projects like waste reduction and feeding programs. Governance oversight involves ethical conduct, data privacy, and integrating sustainability into financing, usually by tying financial terms to emission targets.

This governance structure reflects Cebu Pacific's commitment to embedding sustainability into its day-to-day operations while maintaining strong Board oversight and accountability.



Communication of Critical Concerns 2-16

The Board ensures that Directors receive complete, adequate, and timely information (including background, budgets, forecasts, and financial documents) from Management to fulfill their duties. Directors have independent access to Management and the Corporate Secretary, though they may also seek independent professional advice.

The following are the roles of Management responsible for communicating critical concerns to the Board of Directors:

1. **CEO:** Provides the Board with a balanced and understandable account of Cebu Pacific's performance, financial condition, results of operations, and prospects on a regular basis. These updates include flight and operational safety concerns, as the CEO chairs the ASRC meetings as the Accountable Manager of Cebu Pacific.
2. **Compliance Officer:** Monitors and evaluates compliance by Cebu Pacific, its officers, and directors with the Corporate Governance Manual and relevant laws. If violations are found, the Compliance Officer reports the matter to the Board and recommends appropriate disciplinary action.
3. **Internal Audit:** Reports to the Audit Committee. Internal Audit examines and evaluates controls and processes, and reports significant issues noted during audits relating to the adequacy, efficiency, and effectiveness of policies, controls, processes, and activities.
4. **Risk Officer:** Responsible for communicating and reporting significant risk exposures, including business risks (strategic, compliance, operational, financial, and reputational risks) and control issues, along with risk mitigation plans, to the BROC. The BROC then reports to the full Board on a regular basis, or as deemed necessary, regarding Cebu Pacific's risks, material risk exposures, and actions taken.

In 2025, management elevated to the Board several operational, system, and compliance-related matters that may affect safety, revenue integrity, service reliability, and adherence to regulatory standards. These issues underscored the importance of strengthening internal controls, safeguarding operational resilience, and mitigating potential financial and reputational risks.

Sufficiency of Internal Control and Compliance System

The Audit Committee of Cebu Pacific supports the Board in overseeing Cebu Pacific's internal control and compliance systems. It monitors, supervises, and assesses the roles and responsibilities of management, the internal audit function, and the external auditors in relation to Cebu Pacific's control environment. Supporting this structure, the Enterprise Risk Management (ERM) function, through its Risk and Controls function, oversees and assesses Cebu Pacific's internal control system, while the Compliance team under Legal Affairs oversees adherence to applicable laws, regulations, and internal policies.

Together, ERM and Compliance form Cebu Pacific's second line of defense, providing independent oversight and helping strengthen risk management, internal controls, and compliance across Cebu Pacific. In 2025, the Chief Audit Executive, together with the CEO and CFO, confirmed the adequacy and effectiveness of Cebu Pacific's internal control and compliance systems.

Transactions of Directors and Officers

Cebu Pacific discloses the beneficial ownership of its Director and Key Officers in regular filings of the Statement of Beneficial Ownership, and in the Integrated Annual Corporate Governance Report (IACGR). These disclosures are publicly available on the PSE EDGE portal, and are also available on Cebu Pacific's corporate website.



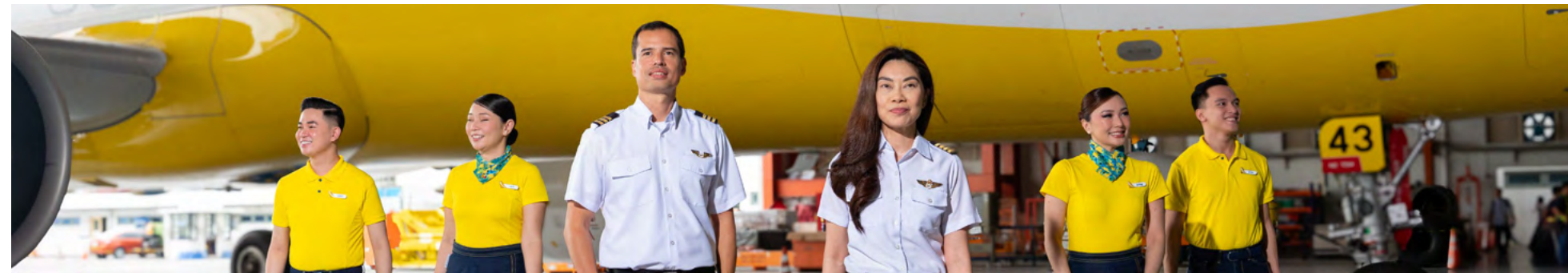
Trading in company shares by directors and key officers as of December 31, 2025

Trading In Company Shares by Directors

Name	Shareholdings as of December 31, 2025	% to Total Outstanding Shares
Lance Y. Gokongwei	1,006,668	0.16
Alexander G. Lao	100,000	0.02
Jose Fernando B. Buenaventura	1	0.00
Robina Gokongwei Pe	6,668	0.00
David Gulliver G. Go	30,000	0.00
Brian H. Franke	856,401	0.14
Bernadine T. Siy	63,200	0.01
Brian Mathew P. Cu	100	0
Richard Raymond B. Tantoco	122,701	0.02

Trading In Company Shares by Key Officers

Name	Shareholdings as of December 31, 2025	% to Total Outstanding Shares
Michael B. Szucs	691,780	0.11
Mark Julius V. Cezar	95,000	0.02
Anne Romadine P. Tieng	95,000	0.02
Pamela Rae A. Chua	35,000	0.01
Aileen M. Isidro	55,000	0.01
Josine Ma. Protasio-Mendoza	0	0
Ederlyn S. Agustin	0	0



Risk Management

The Board of Directors has overall accountability for Cebu Pacific’s approach to managing risks and opportunities that may affect achievement of its strategic objectives and long-term value creation.

To support effective oversight, the Board delegates responsibility for risk governance to the BROC. Guided by its Charter, the BROC oversees Cebu Pacific’s ERM framework, ensuring a strong system is in place to identify, assess, and manage risks affecting operations and long-term financial sustainability. Its responsibilities include reviewing risk policies and appetite, monitoring key and emerging risks, receiving regular management reports, and ensuring risk oversight aligns with strategic objectives.

Management, led by the CEO and supported by the Risk Officer (RO), is responsible for the day-to-day implementation of the ERM Framework. Management continuously identifies, assesses, and manages risks and opportunities, including those related to sustainability and climate, and ensures that appropriate mitigations are in place.

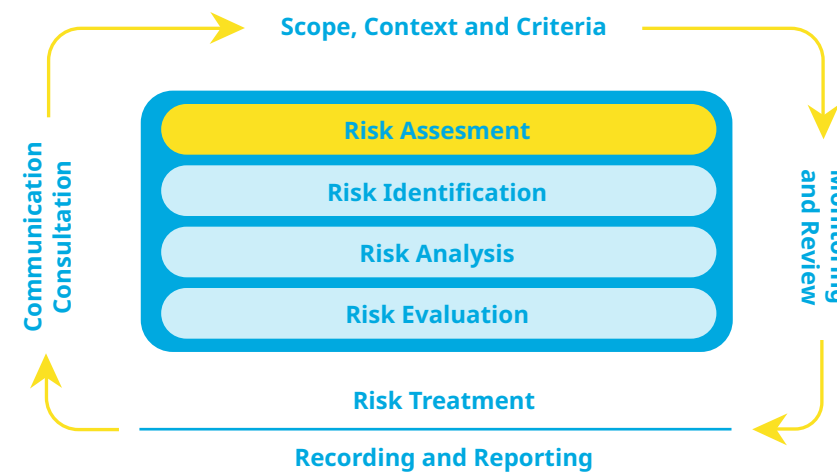
To ensure a robust risk governance structure, several management-level committees serve as venues to properly manage Cebu Pacific’s risk exposures. Significant risk exposures are further escalated and reported to the relevant Board committees (such as the BROC and CG Committee) for appropriate oversight, review risk exposures and emerging trends, and make recommendations to the full Board. Through this structure, the Board remains informed and actively engaged in the strategic management of risks and opportunities affecting Cebu Pacific.

Enterprise Risk Management (ERM) Framework

Cebu Pacific’s approach to risk management is guided by the ERM Framework, as set out in its ERM Manual. The framework is primarily aligned with ISO 31000:2018, which outlines the principles, framework, and processes for effective risk management.

Overseen by the BROC, the framework supports systematic identification, assessment, prioritization, and management of risks that may affect Cebu Pacific’s strategic objectives, operational performance, and ESG considerations. This structured approach enables it to proactively manage uncertainties while supporting informed decision-making and long-term value creation.

The framework ensures that significant risks are assessed consistently across Cebu Pacific, evaluated against its risk appetite, and addressed through appropriate risk responses.



In accordance with the ISO 31000:2018, Cebu Pacific’s risk management process consists of the following key elements:

1. **Communication and consultation:** Ongoing engagement with stakeholders to ensure that relevant information is considered throughout the risk management process.
2. **Scope, context, and criteria:** Definition of the internal and external environment, parameters and objectives within which risks are identified and assessed.
3. **Risk assessment:** Risks are evaluated based on their potential impact and likelihood of occurrence, providing a basis for prioritization and management. Identified risks are further assessed to determine whether they are controllable and uncontrollable, require management action or ongoing monitoring, and may have material effect on Cebu Pacific’s earnings, financial position and capital.
 - » Risk identification: Identification of events or conditions that may negatively affect or potentially enhance the achievement of Cebu Pacific’s objectives.
 - » Risk analysis and evaluation: Assessment of risks by considering both external and internal factors and evaluating potential impact and likelihood using Cebu Pacific’s 5x5 risk matrix, enabling consistent risk ranking across it.
4. **Risk treatment:** Selection and implementation of appropriate risk responses based on the assessed risk level and alignment with Cebu Pacific’s risk appetite.
5. **Monitoring and review:** Continuous monitoring of risk exposures, control effectiveness, and changes in the risk profile to ensure timely response to emerging risks.
6. **Recording and reporting:** Maintenance of a centralized risk register that supports consistent documentation, monitoring and escalation of risks in line with the ERM Framework.



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Risk Response and Mitigation

Cebu Pacific determines the appropriate risk response and mitigation measures based on the risk level derived from the 5x5 risk matrix and Cebu Pacific's risk appetite. Depending on the nature and severity of the risk, management may adopt one or a combination of the following response strategies:

- **Tolerate:** Accepting the risks where the potential impact is understood and remains within Cebu Pacific's defined risk appetite.
- **Mitigate or Treat:** Implementing actions to reduce the likelihood and/or impact of a risk. Mitigation measures include the establishment of policies and procedures (such as incident management response plans, business continuity plans, as well as business process and controls policies) to minimize adverse outcomes.
- **Transfer:** Shifting the risk exposure to other areas of the business or to third parties, such as through insurance or contractual arrangements.
- **Avoid or Terminate:** Discontinuing activities or strategies that expose Cebu Pacific to risks beyond acceptable thresholds.

Assessment of Controls and Mitigation Measures

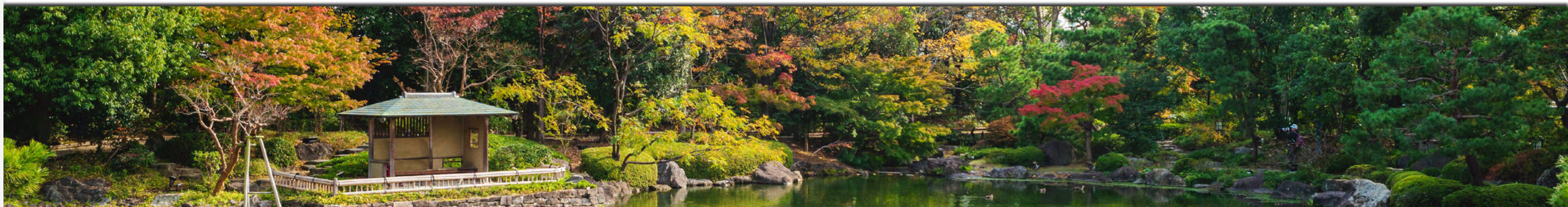
The effectiveness of controls and risk mitigation measures are assessed through a multi-layered approach that promotes accountability, assurance and continuous improvement:

- **Self-assessment:** Risk owners periodically assess the effectiveness of controls related to their respective risks through reviews of the risk register.
- **Process reviews:** The Risk & Controls team conducts process review activities to evaluate the adequacy and operating effectiveness of controls. These reviews may be initiated in response to the identification of high-risk exposures or emerging risk trends.
- **Internal audit engagement:** The Internal Audit team performs independent assessments to understand the processes and ensure that governance and controls are in place, adequate, and effective.



Key Risks

Risk	Risk Statement/Description	Risk Drivers	Controls and Mitigating Measures	Potential Financial Implications after Controls	Value Chain Areas Affected
Original Equipment Manufacturer (OEM) and Aircraft on Ground (AOG)	Reliance on specific aircraft and engines creates exposure to delays, groundings, and retraining if issues arise. Supply chain delays, manufacturer backlogs, unplanned removals, or regulatory changes can disrupt engine and parts availability, leading to higher costs, higher than expected AOG, and operational issues	<ul style="list-style-type: none"> • Engine or aircraft design/manufacturing defects • OEM production backlog and spare parts shortage • Dependency on specific engine types and suppliers • Delayed maintenance due to parts unavailability • Regulatory airworthiness directives requiring fleet checks or grounding 	<ul style="list-style-type: none"> • Secure fleet and component availability through lease extensions, wet leases, and penalty clauses • Ensure supply reliability by diversifying suppliers and strengthening commercial agreements 	<ul style="list-style-type: none"> • Increased maintenance and leasing costs from prolonged AOG • Higher wet lease or subservice expenses to maintain schedule integrity • Lost revenue from flight cancellations or schedule reductions • Higher training and certification costs from aircraft or engine type changes • Potential impairment of asset value if aircraft remain idle 	<ul style="list-style-type: none"> • Maintenance • Flight Operations • Network Planning • Human Resources • Finance • Procurement



Risk	Risk Statement/Description	Risk Drivers	Controls and Mitigating Measures	Potential Financial Implications after Controls	Value Chain Areas Affected
Regulatory and Geopolitical	<p>The airline industry operates within a complex and evolving regulatory and geopolitical environment that can affect market access, bilateral rights, operating approvals, airspace availability, and overall network flexibility.</p> <p>Periods of heightened regional tension, including developments in key international aviation corridors, may result in sudden policy shifts, airspace restrictions, sanctions exposure, or other operating constraints that disrupt planned operations and growth.</p>	<ul style="list-style-type: none"> • Policy changes affecting market access, ownership limits, taxation, or aviation regulation. • Bilateral air service agreement restrictions or delays affecting traffic rights and market entry. • Geopolitical tensions or regional conflicts affecting airspace access, overflight permits, or operating approvals. • Sanctions, export controls, or international compliance requirements affecting suppliers, leasing, insurance, or payments. • International aviation safety advisories restricting airline overflight in conflict-affected regions. • Increased regulatory scrutiny on safety, security, and duty-of-care obligations in high-risk operating environments. 	<ul style="list-style-type: none"> • Maintain active monitoring of geopolitical, regulatory, and airspace developments across key markets. • Strengthen coordination with regulators, airports, insurers, lessors, and industry bodies to respond early to policy or operating changes. • Develop alternative routing, network, and contingency plans for affected corridors or markets. • Embed geopolitical and regulatory scenario planning into network, fleet, and commercial planning processes. 	<ul style="list-style-type: none"> • Loss of route rights or market access restrictions • Increased compliance and reporting costs • Fines, penalties, or delays in strategic projects • Reallocation of capacity or deferred market entry plans 	<ul style="list-style-type: none"> • Revenue Management • Legal, Regulatory & Government Affairs • Network Planning • Finance • ESG, Safety & Compliance • Procurement
Economic Stability	<p>Economic conditions, market trends, and cost movements may affect airline profitability, investment capacity, and financial resilience.</p> <p>External shocks, including geopolitical instability in major energy-producing regions, can increase volatility in fuel prices, foreign exchange, inflation, and travel demand while raising the cost of operations and disrupting network stability.</p>	<ul style="list-style-type: none"> • Fuel price volatility and foreign exchange fluctuations. • Inflationary pressure on labor, airport charges, maintenance, and supplier costs. • Demand softness during periods of macroeconomic uncertainty or weaker consumer sentiment. • Higher insurance, rerouting, and disruption-related costs during periods of regional instability. • Reduced tourism, trade activity, or business confidence following geopolitical or economic shocks. • Aircraft delivery delays and supply chain disruptions affecting fleet expansion. • Airport infrastructure constraints limiting capacity growth in key hub 	<ul style="list-style-type: none"> • Manage economic risk through disciplined fuel and FX risk management, resilient market selection, and strong financial planning. • Stress-test profitability, liquidity, and route economics under higher fuel, weaker demand, and disruption scenarios. • Maintain network and fleet flexibility to redeploy aircraft when market conditions weaken or operating conditions change. • Adjust pricing, ancillary revenues, and cost recovery actions where commercially feasible. • Strengthen cash-flow monitoring, contingency planning, and investment prioritization during periods of elevated volatility. 	<ul style="list-style-type: none"> • Margin compression and revenue volatility • Repricing of debt or increased financing costs • Reassessment of fleet acquisition or expansion timelines • Potential impairment of goodwill or intangible assets 	<ul style="list-style-type: none"> • Revenue Management • Finance • Procurement • Marketing, Brand & Communications

Risk	Risk Statement/Description	Risk Drivers	Controls and Mitigating Measures	Potential Financial Implications after Controls	Value Chain Areas Affected
Third-party	Reliance on third-party providers can disrupt operations if contracts are not renewed on favorable terms, with potential cost impacts (e.g., increase in airport charges by NNIC)	<ul style="list-style-type: none"> Contract expiration or unfavorable renegotiation terms Vendor performance issues or service disruptions Airport and ground handling fee adjustments (e.g., NNIC rate hikes) Overdependence on single vendors or JVs for key services (MRO, IT, catering, etc.) 	<ul style="list-style-type: none"> Secure long-term agreements with favorable terms and renewal provisions Engage early with key stakeholders to address potential cost increases 	<ul style="list-style-type: none"> Increased operational costs and lower margins Disruption in operations causing customer compensation or recovery costs Penalties or liquidated damages under SLAs Need for interim service providers or in-house backfill, raising short-term expenses 	<ul style="list-style-type: none"> Procurement Ground Operations Maintenance Digital & Information Technology Cargo & Ancillary Operations Finance
Safety and Climate	Aviation faces climate-related risks such as extreme weather, stricter regulations, and rising sustainability demands, alongside operational complexity from growth that can impact safety, service quality, staffing, and compliance, requiring active management to maintain high standards and meet evolving requirements. Events such as typhoons, earthquakes, and other disruptions, particularly when they affect critical infrastructure, can further strain coordination and response, requiring active management to maintain high standards and meet evolving requirements.	<ul style="list-style-type: none"> Exposure to earthquakes, typhoons and other natural hazards that may affect airports, critical infrastructure, and head office operations Tightening of global emissions standards and ESG requirements Operational stress from high utilization and network growth Evolving safety regulations and compliance audits Public and regulatory scrutiny on environmental and safety performance 	<ul style="list-style-type: none"> Maintain safety and service quality through safety management systems, predictive maintenance, and fatigue-focused training Support operational resilience with slot optimization, contingency planning, and consistent training programs, including readiness for disruptions affecting key facilities and infrastructure Embed regulatory monitoring and early compliance planning for emissions, SAF mandates, and safety requirements to avoid reactive changes 	<ul style="list-style-type: none"> Higher insurance premiums and compliance costs Flight disruptions leading to lost revenue and recovery expenses Increased carbon offset or sustainability-related investments Reputational impact reducing passenger demand and investor confidence Potential penalties or grounding from non-compliance 	<ul style="list-style-type: none"> Flight Operations Maintenance Ground Operations Human Resources Customer Experience ESG, Safety and, Compliance
Technology and Digitalization	Reliance on information systems and digital platforms, which includes ongoing legacy system migration efforts and AI initiatives, exposes CEB to service disruptions, cyber and data breaches, data loss, system failures, algorithmic bias, and regulatory risks	<ul style="list-style-type: none"> Legacy system failures and delayed migration to new platforms Cyberattacks, data breaches, or ransomware incidents System integration issues with AI tools or automation platforms Algorithmic errors affecting pricing, scheduling, or customer service Evolving data privacy and AI governance regulations 	<ul style="list-style-type: none"> Strengthen cybersecurity, data governance, and system resilience through regular audits, backups, redundancy, and disaster recovery planning Implement robust change management and testing protocols 	<ul style="list-style-type: none"> Revenue loss from system downtime or booking platform outages Regulatory fines and remediation costs for data incidents Cost of IT recovery, system redundancy, and cybersecurity strengthening Erosion of customer trust affecting long-term sales Delays in digital transformation ROI realization 	<ul style="list-style-type: none"> Digital & Information Technology Revenue Management & Pricing Network Control Center Customer Experience Finance ESG, Safety & Compliance



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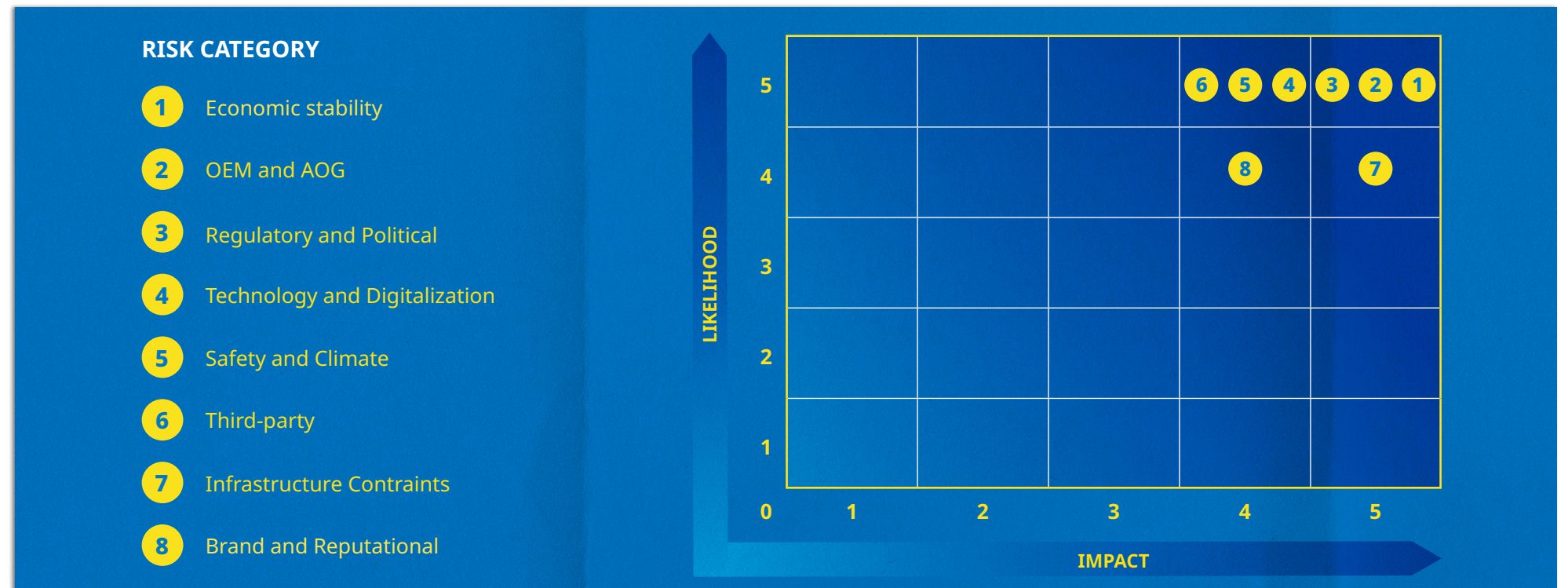
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Risk	Description	Risk Drivers	Controls and Mitigating Measures	Potential Financial Implications after Controls	Value Chain Areas Affected
Infrastructure Constraints	Limited aviation infrastructure lead to constraints in airport capacity, facilities, and air traffic management that can limit network expansion, restrict market opportunities, and hinder long term growth potential	<ul style="list-style-type: none"> Slot limitations at major airports (NAIA, regional gateways) Delays in new airport or runway developments (e.g., Bulacan) Limited MRO, hangar, or parking space availability Air traffic congestion and outdated ATC systems 	<ul style="list-style-type: none"> Enhance operational readiness through improved communication, optimized scheduling, and diversion planning Ensure maintenance readiness and coordinate with regulators/developers for faster approvals and infrastructure upgrades 	<ul style="list-style-type: none"> Lost growth opportunities and restricted route expansion Reduced operational efficiency and higher fuel burn from delays Increased costs from overnighting or repositioning aircraft Need for capital investment or partnership in new infrastructure projects 	<ul style="list-style-type: none"> Network Planning Flight Operations Ground Operations Maintenance Finance
Brand and Reputational	Reputation drives long-term success. Customer sentiment, public opinion, and digital presence can impact market position, making strong communication and service essential.	<ul style="list-style-type: none"> Negative media coverage or social media incidents Customer dissatisfaction from delays or service failures Safety or data privacy incidents Poor crisis communication or mishandling of public response 	<ul style="list-style-type: none"> Manage brand risks through social media engagement, crisis response, and service recovery Sustain stakeholder trust by countering misinformation and leveraging media partnerships 	<ul style="list-style-type: none"> Decreased passenger loyalty and lower market share Revenue loss from booking deferrals or cancellations Increased marketing and PR recovery costs Potential share price impact or investor withdrawal 	<ul style="list-style-type: none"> Marketing, Brand & Communications Customer Experience ESG, Safety & Compliance Human Resources

Risk Heatmap

Following Cebu Pacific's Enterprise Risk Management Framework, identified risks are mapped on a 5x5 matrix plotting the likelihood of occurrence against the severity of the potential impact of each risk.

This heatmap shows the risk level of the eight risks described in the previous pages, with OEM and AOG risk having the highest impact and likelihood of occurrence.



Key Opportunities

Opportunity	Description	Opportunity Drivers	Realization Measures	Potential Financial Implications	Value Chain Areas Affected
Locational Advantage Unlocks Regional Market Access	Cebu Pacific can take advantage of its strategic location within a high-growth aviation market, enabling direct connectivity to key global destinations. This will allow further expansion of route networks and optimization of fleet deployment.	<ul style="list-style-type: none"> The Philippines' geographic location between key Asia-Pacific markets 	<ul style="list-style-type: none"> Open new regional routes Align fleet deployment to high-demand areas 	<ul style="list-style-type: none"> Increased revenue from new routes Optimized fuel and crew utilization 	<ul style="list-style-type: none"> Fleet Planning, Network Planning Operations Commercial
Customer Options for Sustainable Air Travel	Consumer preferences for more responsible travel choices presents opportunities for Cebu Pacific to differentiate its offerings from other airlines through sustainable aviation initiatives.	<ul style="list-style-type: none"> Regulatory push for carbon reduction Growing consumer demand for sustainable choices 	<ul style="list-style-type: none"> Fleet modernization Implementation of best practices in fuel efficiency Nature-based solutions Promote sustainability-driven campaigns 	<ul style="list-style-type: none"> Enhanced brand loyalty 	<ul style="list-style-type: none"> Marketing Customer Experience Sustainability
Tourism-Driven Demand for Travel	The strong growth of the tourism sector can drive growth in passenger demand. Cebu Pacific is well-positioned to leverage increasing leisure travel trends through partnerships with stakeholders and keeping up with travel trends.	<ul style="list-style-type: none"> Recovery and growth of tourism sector Government tourism promotion efforts 	<ul style="list-style-type: none"> Strengthen partnerships with tourism boards Strengthen hubs outside Manila 	<ul style="list-style-type: none"> Higher load factors and passenger yield 	<ul style="list-style-type: none"> Corporate Affairs Network Planning
Investments in Weather Information Systems Enhance Reliability	Advancements in weather monitoring systems reduce the impact of climate-related disruptions on overall performance that will lead to enhanced safety measures, greater operational resilience, and better flight planning.	<ul style="list-style-type: none"> Increasing climate-related disruptions Technological advances in aviation weather systems 	<ul style="list-style-type: none"> Upgrade forecasting tools Integrate data into flight planning systems 	<ul style="list-style-type: none"> Reduced delays and cancellations Cost savings from improved reliability 	<ul style="list-style-type: none"> Operations, Engineering, & Fleet Management Safety, Quality, and Security
Young and Expanding Consumer Base	The younger, more mobile population presents long-term growth potential for the aviation industry. This segment demonstrates strong travel aspirations, digital engagement, and demand for cost-effective, flexible travel solutions, reinforcing Cebu Pacific's market positioning.	<ul style="list-style-type: none"> Demographic growth of young travelers Rising disposable income and travel aspirations 	<ul style="list-style-type: none"> Enhance digital channels Offer flexible fare products 	<ul style="list-style-type: none"> Sustained passenger growth Increased ancillary revenues 	<ul style="list-style-type: none"> Marketing Digital Office Commercial

Opportunity	Description	Opportunity Drivers	Realization Measures	Potential Financial Implications	Value Chain Areas Affected
Carbon Emission Reductions Through Fuel-Efficiency Initiatives	Cebu Pacific's commitment to utilizing fuel-efficient aircraft and other sustainable aviation technologies supports carbon reduction goals, regulatory compliance, and long-term cost efficiencies that can drive growth.	<ul style="list-style-type: none"> Regulatory push for carbon reduction Cost benefits of efficient operations 	<ul style="list-style-type: none"> Fleet modernization Implementation of best practices in fuel efficiency Nature-based solutions Promote sustainability-driven campaigns 	<ul style="list-style-type: none"> Lower fuel costs Compliance with emission standards 	<ul style="list-style-type: none"> Operations Sustainability Finance
Enhanced Efficiency and Market Access with New and Expanded Airports	The development of the new airports and other expansion projects creates opportunities for greater operational efficiency, improved slot availability, and network expansion, strengthening Cebu Pacific's ability to meet future demand and optimize resource utilization.	<ul style="list-style-type: none"> Infrastructure development in key cities Government airport expansion projects 	<ul style="list-style-type: none"> Expand operations in new airports Optimize flight schedules and slots 	<ul style="list-style-type: none"> Reduced congestion costs Increased capacity for growth 	<ul style="list-style-type: none"> Operations Network Planning
Positive Brand Image and Reputation	A strong, trusted brand contributes to customer loyalty, market competitiveness, and long-term business sustainability. Positive engagement across customer experience, corporate responsibility, and service excellence enhances stakeholder confidence and market positioning.	<ul style="list-style-type: none"> Rising customer expectations Increased focus on corporate responsibility 	<ul style="list-style-type: none"> Enhance service quality Strengthen stakeholder engagement initiatives 	<ul style="list-style-type: none"> Improved market share Greater investor and partner confidence 	<ul style="list-style-type: none"> Corporate Communications Customer Experience Investor Relations





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Strategy

Cebu Pacific's Low-Cost, Low-Fare Strategy

Cebu Pacific defines business performance beyond profitability, encompassing both financial outcomes and its contribution to broader economic, social, and environmental value creation.

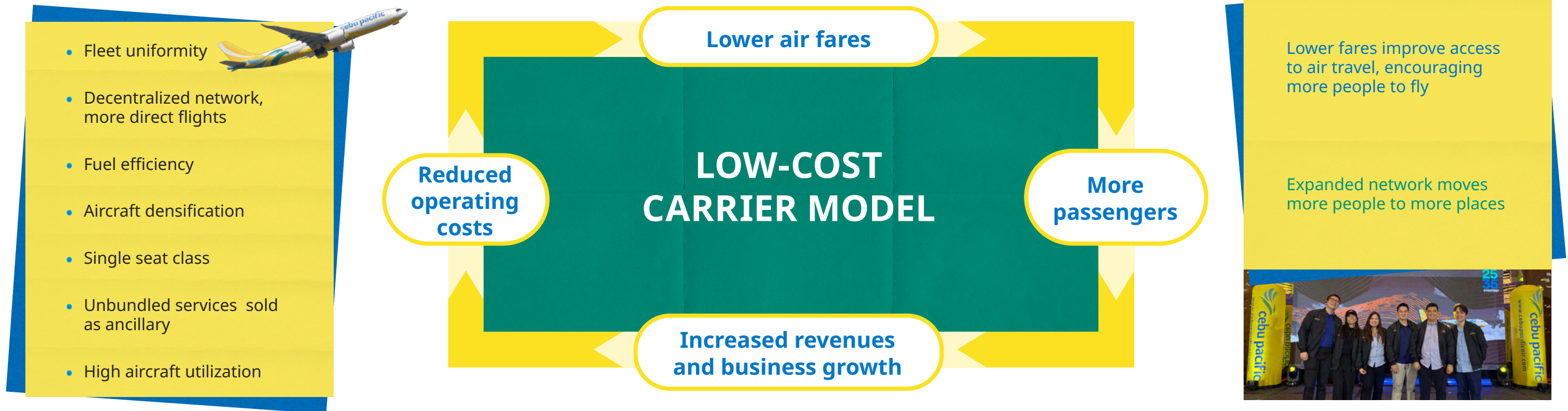
In the Philippines, an archipelago of over 7,600 islands, air travel serves as essential infrastructure connecting communities and economic centers. Nearly half of Cebu Pacific's passengers travel to visit friends and relatives (VFR), reflecting its role in providing mobility for Filipinos, alongside leisure and business travel.

Cebu Pacific operates a disciplined low-cost, low-fare model anchored on efficiency, network accessibility, and operational reliability. By maintaining strict cost discipline, it is able to offer consistently low fares, making air travel more accessible to Filipinos. This approach has driven sustained growth, with over 276 million passengers flown to date.

Affordable fares stimulate demand and improve connectivity across the country, contributing to tourism, trade, and local economic activity. Cebu Pacific's expansion in Siargao illustrates this impact, with flights increasing from four per week in 2012 to 63 weekly flights today, alongside a significant rise in tourist arrivals, which exceeded 600,000 in 2024.

Cebu Pacific's decarbonization approach is aligned with its operating model. Investments in modern, fuel-efficient aircraft and high-density operations reduce fuel burn per passenger, lowering emissions intensity while preserving cost competitiveness. These efforts allow it to manage its environmental impact while maintaining its position as a low-fare carrier.

Cebu Pacific's strategy reflects the alignment between commercial performance and sustainability. By integrating sustainability into its operations, it strengthens long-term resilience while continuing to support economic and social connectivity across the Philippines.



Value Creation

Cebu Pacific continues to dedicate itself to its primary business goal of accessible, affordable, and quality air travel for every Juan. For the past 30 years, it has pursued responsible growth, implementing initiatives that establish Cebu Pacific as a leader in sustainable aviation and contribute to global sustainability goals and stakeholder success.

Value Creation Model

In 2025, Cebu Pacific continues to pursue its long-term value creation strategy of Connect, Commit, and Create. This strategy focuses on the value that the LCC model can provide, leveraging its core strengths with the capabilities of its operations.

The diagram shows how Cebu Pacific transforms value through its business operations, creating value for diverse stakeholders in the form of quality products and services, financial success and returns, and broader ESG impacts.

By following this model, Cebu Pacific is able to maintain its market leadership, putting it at the forefront of aviation operations and innovation.



Eight Guiding Principles

ENRICHING JUAN ENTERPRISE

Guiding Principle	Description
Increased Enterprise Value	We pursue profitable growth through disciplined capital allocation, network and fleet expansion, diversified revenue streams, and strengthened financial leverage. Our focus is on sustainable earnings growth, improved margins, and enhanced shareholder value.
Operational Excellence	We ensure reliability and resilience through strong business continuity, crisis management, operational risk oversight, and supply chain discipline. Operational excellence enables network expansion, asset optimization, and sustained service reliability even amid global constraints.
Cost Leadership	We preserve structural cost advantage through disciplined cost management, digitalization, network optimization, and asset efficiency. Cost leadership enables affordability while protecting margins and strengthening financial resilience.

CARING FOR JUAN PLANET

Guiding Principle	Description
Sustainability Momentum	We integrate decarbonization, climate resilience, and resource efficiency into our long-term strategy to create enduring value for stakeholders. Through fleet modernization, climate risk governance, and strengthened ESG oversight, we build a resilient, sustainable low-cost carrier model.

GROWING AS JUAN FAMILY

Guiding Principle	Description
Uncompromising Safety	We uphold the highest standards of aviation safety, quality, and security through a fully embedded Safety Management System (SMS), IOSA compliance, proactive hazard reporting, and continuous training. Safety is governed by structured oversight, supported by digital risk tools, and reinforced through a just culture that empowers employees to report and mitigate risks without fear.
Talented and Diverse People	We nurture a future-ready workforce through structured learning, skills-based mobility, inclusive policies, and strong engagement programs. We invest in career progression, digital learning platforms, and equitable workplace practices to build a diverse, high-performing, and resilient organization.
Customer Satisfaction	We strive to be a loved airline by delivering a seamless and integrated travel journey. Through customer insights, digital enhancements, and service innovation, we improve reliability, transparency, and overall travel experience across every touchpoint.

BUILDING JUAN COMMUNITY

Guiding Principle	Description
Impactful Innovation	We strengthen governance, digital integrity, and advocacy to future-proof the organization. Through robust corporate governance, cybersecurity infrastructure, data privacy systems, and proactive stakeholder engagement, we safeguard trust while advancing sustainable aviation.

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INPUTS

Human Capital	Competent employees empowered by training and career development
	Diverse, safe, and inclusive workplace
	Benefits and engagement for employee well-being and morale
Social & Relationship Capital	Established and expanded operating bases
	Launch of new routes
	Products: Low Fares, CEB Piso Fare, CEB Super Pass, & Fare Bundles
	Customer journey management strategy
	Collaboration with governments, NGOs, and industry groups
Intellectual Capital	Safety management systems
	Robust IT and cybersecurity infrastructure
	Integrated risk management processes
	Corporate and governance policies
	Digital channel optimization initiatives
	Brand assets
Production Capital	Aircraft assets Airline operations center Hangar and warehouses
	Ground support equipment (GSE)
Financial Capital	Low-cost strategy
	Capital expenditure (CAPEX) program for fleet and ground expansion
Natural Capital	Jet fuel and sustainable aviation fuel (SAF)
	Flight route optimization and fuel efficiency
	Transition to renewable energy sources
	Resource and waste management

BUSINESS MODEL



OUTPUTS

Attrition/turnover rate	Average hours of training per employee	Investment for training and development
Employee net promoter score	% of Female employees, % of Male employees	% of Female employees in all management positions, including junior, middle, and top management
% of Employees covered by medical benefits	% of Employees covered by CBA	% Pulse engagement score
Number of flights	Number of new routes and total routes	Number of domestic and international destinations
Number of passengers flown	% Domestic market share	Customer net promoter score
Customer net promoter score	Baggage Irregularity Ratio (BGI)	% On-time performance
Number of hubs	Number of passenger accidents	Number of work-related injuries
Number of passenger accidents	Number of governmental enforcement actions for aviation safety	Number of stations assessed for bird strikes
Number of data breaches	Number of customer privacy-related complaints	Incidents of non-compliance with environmental laws and regulations
% of sites assessed for climate risks	% of businesses assessed and managed for anti-corruption risks	% of Employees that have received anti-corruption training
S&P Global CSA ESG score	ICD Golden Arrow Awards	Number of online check-ins
Number of online check-ins	Number of online travel agency partners	Brand index and ratings
Number of aircraft and aircraft deliveries; % neo aircraft	Average age of fleet	Available seat kilometers (ASK)
Fuel efficiency (Liters/100 passenger-kilometers)	Number of electric vehicles and GSE	% Load Factor
ASK	EBIT	Revenue
CASK	Net income	RPK
EBITDA	CAPEX	ROIC
Average net debt/EBITDA	Jet fuel consumed	Scope 1 GHG emissions
SAF consumed	Carbon emission intensity (flights)	Fuel efficiency (Pax-km/L)
Scope 2 GHG emissions	Number of key facilities powered by renewable energy	% of water recycled
% of waste diverted from landfill	Tonnes of PET bottles recycled	

OUTCOMES

Safe and reliable air travel
Low-cost air transport services
Connecting lives
Seamless customer air travel experience
Profitable operations
Long term economic shareholder value
Meaningful employee experience
Livelihood and employment generation
Boosting Philippine tourism
Sustainable aviation
Building and supporting resilient destination communities

STAKEHOLDERS

Customers (Individual and corporate passengers; cargo shippers)
Employees
Investors and shareholders
Regulators and government
Airports and airport authorities
Suppliers and service providers
Industry groups/associations
Non-governmental organizations (NGOs)
Partner communities and destinations
Environment
Media and public relations

EXTERNAL ENVIRONMENT	ENTERPRISE AND CLIMATE-RELATED RISKS	ENTERPRISE AND CLIMATE-RELATED OPPORTUNITIES	OUTLOOK
	Original Equipment Manufacturer and Aircraft on Ground Third-party Safety and Climate Technology and Digitalization Infrastructure Constraints Economic Stability Brand and Reputational Regulatory and Political	Locational advantage unlocks regional market access Customer options for sustainable air travel Tourism-driven demand for travel Investments in weather information systems enhance reliability Young and expanding consumer base Carbon emission reductions through fuel-efficiency initiatives Enhanced efficiency and market access with new and expanded airports Positive brand image and reputation	Sustained economic growth Demographic and strategic advantages of the Philippines Development of areas outside Metro Manila Collaborative external partners Improving travel infrastructure Growing travel demand in the Philippines Reliable OEMs/suppliers



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Connect

Building on its core purpose of flying every Juan, Cebu Pacific is also dedicated to bridging connectivity gaps across the landscape. In 2025, it made further strides with connecting its passengers to their destinations—marking the acquisition of its 100th aircraft and pursuing a strategy of strict fiscal discipline to aid in its rapid fleet expansion.

Under Future Skies for Every Juan, Cebu Pacific continues to improve its products and services to meet consumer demand without sacrificing its level of service. With the construction of the NMIA, it looks to expand the connectivity of the country to even more destinations and support the already ongoing operations it has at NAIA.



Central to Cebu Pacific's business model are both its Value Creation Pillars and guiding principles. With its foundations rooted in the VCM, the Value Creation Pillars are what helps Cebu Pacific ensure that it keeps growing according to a sustainable model.

Commit

Accessibility, safety, and sustainability continue to guide Cebu Pacific's central mission of making air travel affordable for every Juan. In line with this, it continues to uphold its eight guiding principles:

- 01 Increased Enterprise Value
- 02 Operational Excellence
- 03 Cost Leadership
- 04 Uncompromising Safety
- 05 Talented and Diverse People
- 06 Customer Satisfaction
- 07 Sustained Value Creation
- 08 Impactful Innovation

These principles shape Cebu Pacific's culture, performance, and growth, fueled by a strong dedication to the ideals of sustainable development as embodied in its Value Creation Pillars. Additionally, they serve as benchmarks that allow Cebu Pacific to conduct thorough self-assessment of its performance.

Enriching Juan Enterprise
(Economic)

Caring for Juan Planet
(Environment)

Growing as Juan Family
(Social)

Building Juan Community
(Governance)

Create

Cebu Pacific continues to interlink its business growth with its sustainability strategy. It pursues this approach with the understanding that sustainable aviation and profit are not two competing models—but rather, a self-sustaining system that can lead to significant gains in both business growth and customer service.

Cebu Pacific continues to optimize and innovate both its core services and its auxiliary products, ensuring that any actions taken are long-term in scope while short-term in disruptive effects. Rooted in its comprehensive sustainability action plan, Cebu Pacific invests in new technologies and initiates processes that balance operational optimization, safety, and cost efficiency.



These Value Creation Pillars also guide Cebu Pacific's efforts to promote environmentally and socially responsible initiatives. Not only does this enhance Cebu Pacific's financial health, but it also supports the growth of its economic and commercial initiatives.

Overview of Cebu Pacific's Value Creation In 2025

HUMAN CAPITAL

Cebu Pacific nurtures a diverse workforce to drive transformation and ensure a future-proof organization.

Input	Output	2025 Programs
Competent employees empowered by training and career development	<ul style="list-style-type: none"> 6.18% voluntary attrition rate 68.8 hours average hours of training per employee PHP 30,288,545 investment in training and development 	<ul style="list-style-type: none"> Talent Management movement dashboard Hiring program for returning OFW 1st Girls in Aviation Day in the Philippines with WAI-PH Chapter JCC expansion Enhancement of benefits Sustainability Listening Survey
Diverse, safe, and inclusive workplace	<ul style="list-style-type: none"> +30 employee net promoter score 54% female employees, 46% male employees 22% of female employees in all management positions (with managers as pilots) including junior, middle, and top management 	
Benefits and engagement for employee well-being and morale	<ul style="list-style-type: none"> 100% employees covered by medical benefits 33.75% of employees covered by a Collective Bargaining Agreement (CBA) 73% Pulse Engagement score 	

SOCIAL & RELATIONSHIP CAPITAL

Cebu Pacific fosters connections with stakeholders to further grow air travel.

Input	Output	2025 Programs
Established and expanded base	<ul style="list-style-type: none"> 169,407 flights 	<ul style="list-style-type: none"> Launch of new routes and destinations
Launch of new routes	<ul style="list-style-type: none"> Two new routes, with 125 routes in total 37 domestic destinations 26 international destinations 	
Products: Low-cost fares, CEB Piso Fare, Super Pass, and Fare Bundles	<ul style="list-style-type: none"> 26.9 million passengers flown 56% domestic market share 	
Customer journey management strategy	<ul style="list-style-type: none"> +35 customer net promoter score 70.8% on-time performance 2.65 baggage irregularity ratio (BGI)^a 	<ul style="list-style-type: none"> Charlie: Powered by Gen AI and Knowledge Base CX Month
Collaboration with government, non-government organizations (NGOs), and industry groups	<ul style="list-style-type: none"> Five hubs - Manila (MNL), Cebu (CEB), Clark (CRK), Davao (DVO), Iloilo (ILO) 	<ul style="list-style-type: none"> Collaboration with: ACAP, IATA, Air Transport Action Group (ATAG), and various NGOs

INTELLECTUAL CAPITAL

Cebu Pacific relies on knowledge-based intangibles to maintain trust and deliver a customer-centric experience.

Input	Output	2025 Programs
Safety management system	<ul style="list-style-type: none"> Zero passenger fatalities 55 work-related injuries Zero governmental enforcement actions for aviation safety Six stations assessed for bird strikes 	<ul style="list-style-type: none"> Wildlife hazard management program for bird strikes Inaugural Safety Workshop Safety Week IOSA certification Fatigue Risk Management System
Information technology and cybersecurity infrastructure	<ul style="list-style-type: none"> Zero data breaches Zero customer privacy-related complaints 	<ul style="list-style-type: none"> Organization-wide cybersecurity awareness program
Integrated risk management processes	<ul style="list-style-type: none"> Zero incidents of non-compliance with environmental laws and regulations 100% of sites assessed for climate risks 100% of businesses assessed and managed for anti-corruption risks 	<ul style="list-style-type: none"> Integrated Annual Corporate Governance Report Enterprise Risk Management framework
Corporate and governance policies	<ul style="list-style-type: none"> 100% of employees that have received anti-corruption training 47 S&P Global Corporate Sustainability Assessment (CSA) ESG score for 2025 Three Arrows - ICD Golden Arrow Awards 	
Digital channel optimization initiatives	<ul style="list-style-type: none"> 13.5 million online check-ins 17 online travel agency partners 	<ul style="list-style-type: none"> Customer council for customer insight
Brand assets	<ul style="list-style-type: none"> AAA Brand Rating and 86.1 Brand Strength Index by Brand Finance 	<ul style="list-style-type: none"> Weave campaign to boost domestic tourism and support local artisans

^aThe BGI represents the number of mishandled bags per 1,000 bags.



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PRODUCTION CAPITAL

Cebu Pacific leverages its assets to ensure safe and efficient operations alongside optimized performance.

Input	Output	2025 Programs
Aircraft fleet	<ul style="list-style-type: none"> 100 aircraft; 58% neo; Seven aircraft deliveries 5.74 years average age of fleet^a 	<ul style="list-style-type: none"> Deliveries of neo aircraft in 2025 Aircraft technologies Additional combo units to support APU OFF initiative
Hangar and warehouses	<ul style="list-style-type: none"> 35.5 billion available seat kilometers (ASK) 2.99 liters/100 passenger-kilometers fuel efficiency 	
Airline operations center	<ul style="list-style-type: none"> 79,602 tonnes jet fuel saved from transition to neo 251,543 tCO₂e estimated greenhouse gas (GHG) emissions avoided from transition to neo 	
Ground support equipment	<ul style="list-style-type: none"> 40 electric baggage tractors 	<ul style="list-style-type: none"> 27 Additional electric baggage tractors

^a This excludes aircraft held for sale.

FINANCIAL CAPITAL

Cebu Pacific optimizes financial resources to provide long-term value through cost-efficient operations.

Input	Output	2025 Programs
Low-cost, low-fare strategy	<ul style="list-style-type: none"> 84% Seat Load Factor 28.7 billion RPK 35.5 billion ASK PHP 3.05 CASK PHP 2.13 CASK ex Fuel PHP 119.93 billion Revenue PHP 30.92 billion EBITDA PHP 11.50 billion EBIT PHP 12.31 billion net income 	<ul style="list-style-type: none"> CAPEX program for fleet and ground equipment expansion Improved credit rating SLL secured to purchase two aircraft engines
Capital expenditure	<ul style="list-style-type: none"> PHP 37.4 billion CAPEX 6.0% ROIC 5.3 average net debt/EBITDA 	

NATURAL CAPITAL

Cebu Pacific utilizes natural resources while actively pursuing its ESG goals.

Input	Output	2025 Programs
Jet fuel and SAF	<ul style="list-style-type: none"> 687,754 tonnes jet fuel consumed 24,156 L SAF consumed 2,173,548 tCO₂e Scope 1 GHG emissions (flights) 75.7 gCO₂e/RPK GHG emissions intensity (flights) 	<ul style="list-style-type: none"> Modern and fuel-efficient neo fleet Continued support for SAF and its use in aircraft deliveries
Flight route optimization and fuel efficiency	<ul style="list-style-type: none"> 33 pax-km/L 11,051 tonnes jet fuel saved 34,920 tCO₂e GHG emissions avoided 	<ul style="list-style-type: none"> Industry best practices for fuel efficiency Flight route optimization
Transition to renewable energy for key facilities	<ul style="list-style-type: none"> 4,271 tCO₂e Scope 2 GHG emissions 30% reduction in Scope 2 emissions from previous year 2 key facilities powered by RE 	<ul style="list-style-type: none"> Key facilities (Cebu Pacific's wholly owned subsidiary Aplus and AirJuan) powered by renewable energy
Resource and waste management	<ul style="list-style-type: none"> 20% of water recycled 35 tonnes PET bottles recycled 62% of waste diverted from landfill 	<ul style="list-style-type: none"> Expansion of Onboard PET bottle segregation SOS partnership for food waste reduction



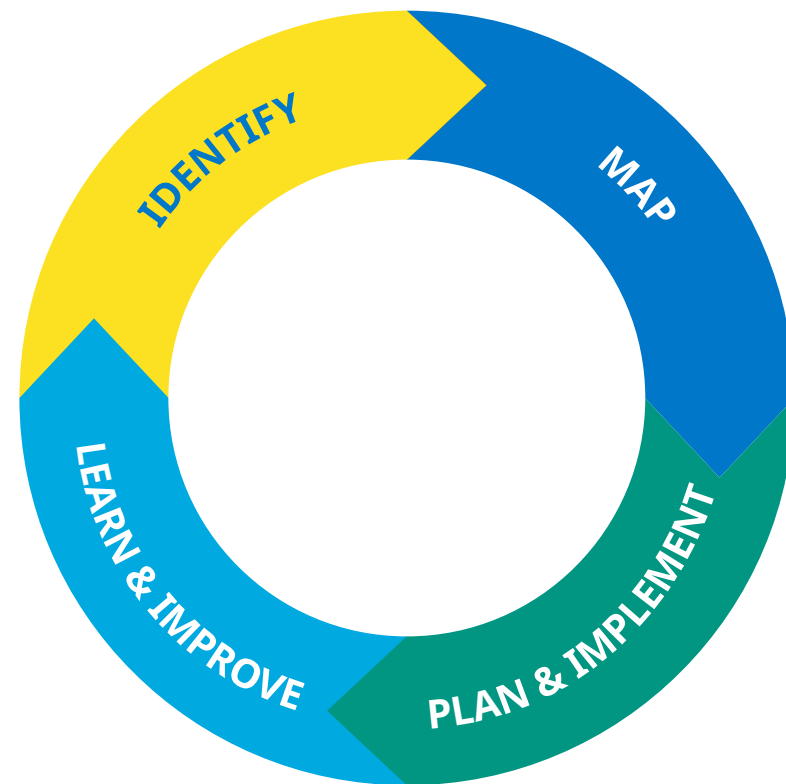
Stakeholder Engagement Strategy

2-29

An essential guide to Cebu Pacific's value creation is the concerns of its stakeholders. By ensuring that products and services address stakeholders' needs, Cebu Pacific is better equipped to support their growth while mitigating any negative impacts.

Cebu Pacific also ensures that it responds to industry gaps and concerns raised by its various stakeholders. In doing so, it recognizes the importance of interdepartmental and external partnerships as key to successfully implementing initiatives that resolve stakeholder concerns.

Cebu Pacific follows a systemic approach to stakeholder engagement:



IDENTIFY

Cebu Pacific obtains a clear picture of who the relevant stakeholders are and how and why they may engage with it. In practice, Cebu Pacific also identifies individual stakeholder representatives. These stakeholder groups and individuals are profiled, with the goal of understanding their:

- Knowledge of the issues associated with the purpose of the engagement
- Existing relationship with Cebu Pacific
- Dependencies on Cebu Pacific
- Level of influence
- Relationships with other stakeholders
- Potential barriers to effective engagement

MAP

Based on the stakeholder profiles, Cebu Pacific assesses each stakeholder group and individual's level of influence over and interest in its success. The assessment determines the overall engagement approach for the stakeholder:

PLAN & IMPLEMENT

Consistent with the determined engagement approach, Cebu Pacific has developed a stakeholder engagement plan, including the level and methods for engagement.

LEARN & IMPROVE

Stakeholder engagement is a cyclical process, since stakeholder interests are dynamic. Cebu Pacific reviews the results of stakeholder engagement and updates its initial assessments, refines its engagement plan, and continuously engages with its stakeholders.





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Key Stakeholders

EMPLOYEES

Highly skilled, engaged, diverse, and environmentally and socially responsible employees contribute to enhanced operational performance and long-term value creation.

Stakeholder Goals and Concerns

- Safe workplace
- Continuous learning and skills development
- Resources and tools for workplace optimization
- Purposeful employment and career growth
- Competitive compensation and benefits, including access to quality healthcare

Cebu Pacific's Responses

- Implements safety and wellness programs to ensure employees are always in peak physical and mental state at work
- Implements programs that upskill employees
- Maintains competitive compensation plans to attract and retain top talent
- Collects feedback on employee satisfaction

Engagement Channels

- Pulse Employee Engagement Survey
- Employee Net Promoter (eNPS) Score
- Performance Appraisals
- Individual Development Plan
- Internal and External Trainings
- Safety Reporting System / Safety Dashboard Fatigue Risk Management System
- Direct request (Emails, Viber, and Teams) Meetings



CUSTOMERS

Passenger preference, satisfaction, and loyalty drive sustained engagement, strengthen brand advocacy, and secure Cebu Pacific's competitive market share.

Stakeholder Goals and Concerns

- Safe, reliable, affordable and convenient air travel
- Cost-efficient and on-time logistics services (for cargo)
- Expansive network and more destinations

Cebu Pacific's Responses

- Swiftly, accurately and transparently communicates with customers to build trust
- Promptly addresses customer concerns through effective communication, fair resolution, specialized support and continuous improvement

Engagement Channels

- Customer Net Promoter Score (NPS)
- Customer satisfaction
- Post-flight surveys
- Social Media / Traditional Media
- Meetings and emails (for cargo shippers)

GOVERNMENT AND REGULATORS

Robust and enabling aviation laws, policies and regulations provide the legal foundation to advance Cebu Pacific's strategic objectives and purpose.

Stakeholder Goals and Concerns

- Unencumbered and sustainable growth of the industry and the economy
- Compliance to laws and regulations
- Specific for aviation:
 - » Aviation safety

Cebu Pacific's Responses

- Complies with aviation, safety, security, labor and environmental laws and regulations
- Participates in consultations on policy changes through industry working groups

Engagement Channels

- Report submission and compliance
- Meetings
- Emails, calls, and videoconferencing
- Letters, department orders, guidelines, and memoranda



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AIRPORT AND AIRPORT AUTHORITIES

Airport infrastructure that supports Cebu Pacific growth directly enables operational efficiency, and maximizes customer satisfaction with airport services.

Stakeholder Goals and Concerns

- Revenue generation
- Customer and airport employee safety and security
- Capacity to support fleet expansion of partner airlines
- Efficient passenger flow and airport congestion

Cebu Pacific's Responses

- Coordinates closely on flight scheduling and slot optimization to improve airport efficiency
- Meets contractual obligations on a timely manner
- Complies with airport safety, security and sustainability programs

Engagement Channels

- Report submission and compliance
- Meetings
- Emails, calls, and videoconferencing
- Letters, department orders, guidelines, and memoranda

SUPPLIERS AND SERVICE PROVIDERS

Strong, collaborative relationships with Cebu Pacific's service providers and suppliers ensure reliable support, timely provision of critical inputs, and seamless operations.

Stakeholder Goals and Concerns

- Fair pricing and ethical negotiation
- Financial stability and the ability of Cebu Pacific to pay for the goods and services it receives
- Long-term business relationship, recurring source of revenue

Cebu Pacific's Responses

- Maintains fair and transparent contractual relationships, ensures timely payments and clearly communicates operational requirements and performance expectations
- Collaborates closely to ensure mutual business continuity during disruptions that lead to cost pressures

Engagement Channels

- Vendor Accreditation
- Audits and performance reviews
- Meetings
- Emails, calls, and videoconferencing

INDUSTRY GROUPS AND ASSOCIATIONS

Industry associations amplify Cebu Pacific's voice in shaping policies and standards while providing platforms to build connections, foster collaboration, and unlock new opportunities aligned with its strategic goals.

Stakeholder Goals and Concerns

- Retaining members and attracting new ones
- Financial stability, as a non-profit
- Public perception and reputation
- Compliance to laws and ethical standards such as confidentiality, anti-trust and anti-competitive behavior.

Cebu Pacific's Responses

- Participates in meetings, contributes to policy discussions and shares data and insights to support industry initiatives

Engagement Channels

- Meetings
- Emails, calls, and videoconferencing



INVESTORS AND SHAREHOLDERS

Strong investor confidence, driven by trust in Cebu Pacific's growth and sustainability performance, supports share price, sustains capital inflows, enhances creditworthiness and corporate credibility, and reinforces expectations of returns from efficient operations.

Stakeholder Goals and Concerns

- Solid ROI
- Cebu Pacific's financial position, financial performance, and valuation
- Tangible positive environmental and community impacts
- Treatment of minority investors
- Emission reduction targets and quantitative ESG metrics to align with regional peers.

Cebu Pacific's Responses

- Provides regular updates on operational performance, growth strategies and risk management
- Publishes reports on a timely manner to support investor decision-making

Engagement Channels

- Integrated Report
- Shareholders' meetings
- Quarterly results briefings
- Monthly Board Executive Committee meetings
- Investor relations meetings, conferences, emails and calls
- Disclosure under Investor Relations Page of Cebu Pacific website
- Disclosure to the PSE

PARTNER COMMUNITIES AND DESTINATIONS

Nurturing trust and fostering close collaboration with partner communities enable Cebu Pacific to create shared value while minimizing its environmental, social, and local economic impacts.

Stakeholder Goals and Concerns

- Economic activity from local tourism development, including job creation, demand for local goods and services (accommodation, transportation, food, hospitality services)
- Resilience against natural disasters, including climate change-related impacts
- Overtourism potentially leading to environmental degradation, price hikes on local goods and services that are unsustainable for locals

Cebu Pacific's Responses

- Collaborates closely during planning, supports regional development initiatives, and promotes destinations through marketing partnerships
- Implements sustainability practices and local community support programs

PARTNER COMMUNITIES AND DESTINATIONS

Engagement Channels

- Government and local authority meetings (community meetings or town halls)
- Community surveys and consultations
- Email and official letters
- Dedicated online portals or newsletters
- Public-private partnership forums
- Press releases and local media engagement (like social media campaigns)





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NON-GOVERNMENT ORGANIZATIONS (NGOS)

NGOs can support the reach of Cebu Pacific’s community development activities, creating shared value for all its stakeholders.

Stakeholder Goals and Concerns

- Financial support to execute development programs
- Tangible positive environmental and community impacts

Cebu Pacific’s Responses

- Maintains open channels to explore partnerships, discuss concerns and collaborate on solutions

Engagement Channels

- Project collaborations
- Site Visits / Meetings
- Emails, calls, and videoconferencing
- Performance reviews

MEDIA AND PUBLICATIONS

Media coverage maximizes Cebu Pacific’s exposure, highlighting its positive economic, environmental and social impacts—while also creating public trust in the brand.

Stakeholder Goals and Concerns

- Business integrity, transparency and accountability
- Veracity of information, reach and engagement

Cebu Pacific’s Responses

- Issuing press releases and media advisories on new routes, safety updates, corporate initiatives and sustainability programs
- Collaborates closely with media publishers to ensure accuracy of information

Engagement Channels

- Project collaborations
- Site Visits / Meetings
- Emails, calls, and videoconferencing
- Performance reviews
- Press releases and media advisories

Material Topics and Assessment Process

3-1, 3-2

Cebu Pacific’s materiality process consists of three main steps:

- 1 Identification:** Identification and fair representation of possible business and sustainability issues.
- 2 Prioritization:** Evaluation and prioritization of topics using clear, replicable assessment criteria.
- 3 Response:** Reinforcement of sustainability pillars in response to the identification and prioritization of material topics.

Following this process, Cebu Pacific’s most recent materiality review was conducted in 2024. It listed its significant actual and potential impacts on the economy, environment, and society based on its activities for the year and then identified the corresponding material topics based on these impacts. Topics that could significantly affect Cebu Pacific’s operations and financial performance were also identified.

In topic identification, Cebu Pacific conducted industry benchmarking, reviewed its material topics from the previous report, and consulted the IATA Airline Sustainability Reporting Handbook and the GRI Standards and SASB Standards.

The following table presents the full list of material topics for 2025, as well as their alignment with the eight guiding principles.

The 2024 topic “Climate Strategy” has been renamed to “Climate Resilience” to clarify its focus on climate risk assessment and adaptation based on climate scenario analyses, distinguishing it from “Decarbonization”. No other changes were made to Cebu Pacific’s 20 material topics from 2024, as they remain relevant and applicable for this reporting period.

Identified Material Topics

Financial and Economic Performance	Delivering sustainable financial results that support growth, shareholder value, and contributions to the Philippine economy. Financial health underpins Cebu Pacific’s ability to expand access to affordable air travel while providing long-term value to stakeholders.	Climate Resilience	Addressing climate-related risks and opportunities by aligning with global aviation climate goals, supporting industry-wide decarbonization pathways, and adapting the business model toward a low-carbon future.
Network and Fleet	Expanding and managing the network and fleet to enable connectivity, accessibility, and affordability. Investments in modern, fuel-efficient aircraft and optimized route planning ensure reliable service across domestic and regional markets.	Resource and Waste Management	Mitigating environmental impacts by managing water consumption, enhancing waste segregation and recycling practices, and pursuing more resource-efficient ground and inflight operations.
Product and Service Innovation	Continuously developing innovative solutions and ancillary offerings that enhance affordability, convenience, and customer choice, while differentiating its value proposition in the highly competitive LCC market.	Safety, Quality and Security (SQS) and Occupational Health and Safety (OHS)	Upholding the highest standards in flight and ground safety, quality assurance, and security protocols to ensure the health, safety, and well-being of customers, employees and contractors.
Operational Resilience	Proactively carrying out initiatives to maintain smooth operations even during minor disruptions, delays, or system stresses. This includes focusing on preparedness, operational redundancy, and efficiency in day-to-day activities.	People Development and Training	Investing in continuous training and upskilling for crew, pilots, and ground personnel to maintain world-class service and operational excellence.
Business Continuity	Long-term planning to ensure that Cebu Pacific enjoys continued success and growth, with the ability to maintain essential functions during major or prolonged disruptions such as pandemics, infrastructure failures, or regulatory issues.	Diversity, Equity, and Inclusion	Fostering a diverse and inclusive workplace that values equal opportunity, fair treatment, and representation across all employee groups.
Crisis and Disruption Management	Responding effectively to sudden, unexpected events such as natural disasters, accidents, and operational failures to mitigate damage and restore normal operations.	Employee Well-being and Engagement	Promoting employee welfare through wellness programs, engagement activities, and feedback mechanisms that nurture a motivated and resilient workforce.
Supply Chain Management	Applying due diligence to ensure that partners are aligned with Cebu Pacific’s objectives and compliant with its policies, mitigating negative impacts along the supply chain and securing mutually beneficial partnerships.	Customer Experience and Satisfaction	Placing customers at the heart of Cebu Pacific’s operations, focusing on affordability, punctuality, service quality, and overall travel experience.
Digitalization	Leveraging on digital platforms and emerging technologies to streamline operations, enhance efficiency, and deliver seamless customer experiences from booking to boarding.	Corporate Governance	Upholding transparency, accountability, and integrity in decision-making, guided by ethical leadership and adherence to regulatory standards.
Cost Management	Optimizing expenses across operations, fuel, maintenance, and supply chains to maintain affordable fares while ensuring sustainable profitability. This is integral to the LCC model.	Customer and Data Privacy	Safeguarding customer information through responsible data management practices that comply with privacy regulations and strengthen customer trust.
Decarbonization	Reducing Cebu Pacific’s carbon footprint through fleet modernization, operational efficiencies, SAF, and participation in credible carbon offsetting programs.	Cybersecurity	Continuously enhancing Cebu Pacific’s defenses against cyber threats to protect critical systems, customer data, and operational reliability.



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Goals And Metrics

The framework below guides Cebu Pacific's ESG efforts in key "How To Win" areas, activating Cebu Pacific's value creation plan. It stems from Cebu Pacific's updated purpose statement and is firmly rooted in its ambition to be the top LCC in the Asia-Pacific region in terms of market share and sustainability excellence. The strategy focuses on enhancing stakeholder relationships by balancing ESG priorities.

Who to Win	Internal Stakeholders				External Stakeholders
Where to Play	Economic Enriching Juan Enterprise	Environmental Caring for Juan Planet	Social Growing as Juan Family	Governance Building Juan Community	Private Sector, Government, International Agencies, and Investment Community
How to Win	Profitable Growth: Increase profitability and revenue while controlling costs	Decarbonization: Reduce our GHG intensity by adopting fuel-efficient technologies and industry-leading practices	Customer Satisfaction: Deliver a seamless and integrated journey experience for our customers	Corporate and Operational Governance: Maintain the trust of our stakeholders through best-in-class governance in corporate practices, IT, and data	Effective Advocacy: Leverage targeted advocacy strategies to achieve sustainability goals and drive measurable, positive outcomes for the business
		Climate Strategy: Address the impacts of our climate risks to ensure resilient operations	Employee Engagement: Create a culture of excellence, innovation, and engagement for our people	Ethical Practices: Guarantee our strict compliance with legal and industry standards and consistently apply these throughout Cebu Pacific	
	Financial Strength: Maintain leverage and increase company valuation	Resource Consumption: Enhance our energy efficiency, water conservation, and waste management practices	Safety and Security: Ensure the safety and security of our passengers while creating a safe and secure workplace for our people	Risk Management: Proactively address our enterprise risks to enhance business continuity and stability	



Cebu Pacific revised its ESG goals in 2024, with preliminary adoption of ESG initiatives in 2025. It will continue to refine its ESG goals and metrics as it moves into 2026, ensuring that its targets are strategically reflected across its various departments.

ESG How to Win Areas		Goal	Metric	Target
Economic	Profitable Growth	Increase PROFITABILITY, REVENUE, and COST EFFICIENCY	EBITDA margin Total revenues CASK ex-fuel	30% PHP 210 billion ≤ PHP 2.04
	Financial Strength	Maintain STRONG FINANCIAL LEVERAGE, and INCREASE SHARE PRICE	Net debt to EBITDA Share price	3.9x PHP 100
Environmental	Decarbonization	Reduce CARBON EMISSIONS INTENSITY	Carbon emission intensity	≤ 78.6 gCO ₂ /RPK
	Climate Strategy	Ensure CLIMATE RESILIENCE across OPERATIONS, INFRASTRUCTURE, and SUPPLY CHAINS	% of operations, infrastructure, and supply chains assessed and adapted for climate risks	100% operations assessed
	Resource Consumption	Strengthen CIRCULAR ECONOMY practices in operations	Consumption intensity (water, energy, waste)	No target yet
Social	Customer Satisfaction	Be a LOVED AIRLINE in the world	Net promoter score	≥ +38
	Employee Engagement	Increase EMPLOYEE ENGAGEMENT	Engagement score	75-79%
	Safety and Security	Be recognized as a leading innovator in elevating the standards of AVIATION SAFETY	# of accidents and incidents	Zero accidents
Governance	Corporate and Operational Governance	Promote a more EFFECTIVE BOARD and SENIOR MANAGEMENT OVERSIGHT process	Meeting attendance rate and effective review and feedback process for the Board and Board Committees	100% attendance
	Ethical Practices	Uphold ETHICAL CONDUCT through robust policies and compliance with standards	% compliance	100% compliance
	Risk Management	Resolution of identified HIGH AUDIT ISSUES and effectiveness of CONTROL and OVERSIGHT	% of high audit issues closed and % of high risks with mitigation plans	100% of high audit issues closed 100% of high risks with mitigation plans in place
	Effective Advocacy	Support policies that advance SUSTAINABLE AVIATION and INDUSTRY GROWTH	# of position papers submitted	No target yet



Aligned Leadership For Future Skies

Leadership's role in Cebu Pacific's growth can often span across many departments, teams, and years—which requires a unified approach to ensure strategic value. To achieve this, Cebu Pacific holds sessions like Cebu Leaders Day (CLD) to ensure that leadership is aligned with the current direction of its growth.

The 2025 CLD closely examined the Future Skies Strategy, a 10-year vision that outlines how Cebu Pacific intends to maintain its leadership position in Philippine aviation. Leaders discussed their areas of expertise, how their respective departments interact with each other, and their primary enablers of progress—all aimed towards advancing Cebu Pacific's growth long-term.

These sessions enable leadership and management to execute their strategic developments and initiatives following a comprehensive roadmap while also supporting one another. Future CLD sessions will continue to examine Cebu Pacific's performance and outlook from a leadership perspective, ensuring that it stays ahead of its peers in navigating the future of the aviation industry.



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Cebu Pacific's Impact Report: Contributions to the UN Sustainable Development Goals (SDGs)

Cebu Pacific delivers safe, affordable, and reliable air transportation to every Juan. As the country's leading carrier, it connects communities, supports tourism, and drives economic activity. It also improves reliability through operational efficiencies that enhance service delivery. Cebu Pacific goes beyond transportation to empower people and communities. It broadens opportunities by offering accessible fares, regional connectivity, and programs that enhance community resilience. At the same time, it invests in talent, training, and well-being to strengthen its workforce and reinforce its role as the trusted LCC of choice. This year, Cebu Pacific further focused on highlighting its key contributions to the SDGs through its operations.

Anticipated Contribution to the SDGs



SDG 5 – Gender Equality

- **5.5:** Ensure women's full participation and equal leadership opportunities



SDG 8 – Decent Work and Economic Growth

- **8.5:** Achieve full and productive employment and decent work for all women and men
- **8.9:** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products



SDG 9 – Industry, Innovation, and Infrastructure

- **9.1:** Develop quality, reliable, sustainable infrastructure to support economic development and human well-being
- **9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



SDG 10 – Reduced Inequalities

- **10.2:** Empower and promote social inclusion



SDG 11 – Sustainable Cities and Communities

- **11.2:** Provide access to safe, affordable, and sustainable transport system



SDG 13 – Climate Action

- **13.1:** Strengthen resilience to climate hazards
- **13.2:** Integrate climate change measures into national policies, strategies, and planning

Some SDG targets are shortened for brevity; full versions are available at <https://sdgs.un.org/goals>

Safe, Accessible, and Sustainable Air Travel for Every Juan

Cebu Pacific's purpose is to provide **safe, affordable, reliable, and sustainable air transport for every Filipino, anywhere**—a commitment that guides every aspect of its operations.

Safety remains the foundation of this mission. In 2025, Cebu Pacific achieved its target of zero passenger fatalities, underscoring the strength of its safety systems and the professionalism of its flight and ground crews. In the same year, Cebu Pacific also recorded zero aviation accidents, reflecting its continued commitment to safety. This was supported by ongoing risk assessments, strengthened procedures, and reinforced training across operations.

Safety Workshop and Safety Week initiatives further reinforce a just safety culture. The Wildlife Hazard Management Program, implemented with airport authorities and local government units (LGUs), continued to reduce bird strike risks, with **assessments conducted across six airports**. These efforts support Cebu Pacific's ongoing targets of zero accidents, zero fatalities, and regular wildlife hazard assessments.

Read more here:

- **[GROWING AS JUAN FAMILY](#)**

Anchored in its "low cost, low fare" strategy, Cebu Pacific enables millions to travel affordably across the Philippines, Southeast Asia, East Asia, the Middle East, and Australia. In 2025, it added **two routes**, continued to expand its hubs, and served **26.9 million passengers, building on its 250 million-passenger milestone in 2024**.

The acquisition of AirSWIFT strengthened inter-island connectivity, opening new travel options between El Nido and major domestic gateways while supporting tourism and regional economic resilience. Siargao is a successful example of this impact. What began in 2012 with only four

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weekly flights and 62,000 visitors grew as better connectivity and low fares opened the island to more travelers. By 2019, flights increased to 28 weekly, and arrivals reached 258,000. Today, with 63 weekly flights from four hubs, Siargao welcomes nearly 600,000 visitors, powering a thriving tourism economy.

Cargo operations likewise supported national development, transporting **215.0 million kg of cargo goods** such as food, agricultural products, electronics, and pharmaceuticals. To ensure a seamless and reliable travel experience, Cebu Pacific continues to enhance customer touchpoints through flexible products and ongoing digital transformation. These efforts drove **digital adoption to 84%** and contributed to an **NPS of +35** in 2025.

Read more here:

- [ENRICHING JUAN ENTERPRISE – Network and Fleet, Products and Service Innovation, Cost Management](#)
- [GROWING AS JUAN FAMILY - Customer Experience and Satisfaction](#)

Cebu Pacific manages its resources responsibly by optimizing fleet efficiency, reducing emissions, and investing in modern, fuel-efficient aircraft. In 2025, **72% of Cebu Pacific’s jets consisted of neo aircraft**. The landmark 2024 agreement with Airbus for up to 152 A321neo and A320neo units, the largest order in Philippine aviation history, supports the transition to an all-neo fleet by 2030. These investments support capacity growth while lowering carbon intensity, which measured **75.7 gCO₂e/RPK** in 2025, with a target of less than 78.6 gCO₂e/RPK. They also help unlock incentives under Asia’s first SLL secured by an LCC.

Strong operational and financial performance in 2025 reflected the effectiveness of these strategies, supported by **PHP 119.93 billion in revenue (up 14% vs SPLY) and an EBITDA margin of PHP 30.92 billion (up 21% vs SPLY)**. Cost exposure was prudently managed through the Treasury Risk Management framework, which monitors fuel and foreign exchange risks monthly and utilizes derivatives such as options to mitigate market volatility and maintain costs within acceptable risk thresholds.

Read more here:

- [ENRICHING JUAN ENTERPRISE](#)
- [CARING FOR JUAN PLANET](#)

Empowering Every Juan as the LCC of Choice

Cebu Pacific aims to be the LCC of choice by putting people at the heart of its success. In 2025, it employed **619 new hires** with strong **internal mobility by 20% of total count**, offering meaningful work, fair conditions, and clear career paths that create an engaged workforce delivering better experiences for every Juan. The OFW Balikbayan Program also brings experienced Filipino engineers’ home to strengthen specialized roles and the local talent pool.

Learning and development are supported through CEB U, LinkedIn Learning, the Juan Leader Program, WINGS, and the Cadet Pilot Program, providing upskilling and leadership opportunities, with **32,308 training hours in 2025, in addition to 54,527 hours for pilot training and 252,988 hours for cabin crew training**.

Diversity, equity, and inclusion are central to the workplace, with **54% women represented across the workforce and management**. Partnerships such as WAI-PH inspire young Filipinas, while The Vanguard Academy provides internships for neurodivergent employees, and travel and HMO benefits are extended to same-sex and common-law partners.

Employee engagement is fostered through the JCC, a network of 15 interest-based groups, including newly-launched Sky Pickleball, Juan Dance Crew, and Tennis Club. Cebu Pacific’s incluCEB initiatives earned Bronze in the Diversity & Inclusion category at the 2025 ETHCA, the only Southeast Asian airline recognized.

Read more here:

- [GROWING AS JUAN FAMILY](#)



Mangrove Project Community Turnover

Cebu Pacific also helps Filipinos stay connected to home and pursue opportunities abroad. By offering affordable fares, including Piso promotions and optional add-ons, it allows OFWs and travelers to save on transportation costs and focus on supporting their families.

Frequent flights to destinations give passengers flexibility and more choices, while a **network of 37 domestic and 26 international destinations** ensures they can reach hometowns or work locations efficiently. Expanding direct routes to key labor markets also creates new opportunities for Filipinos to find jobs abroad, making travel a bridge between livelihood and family.

Beyond connectivity, Cebu Pacific invests in community and environmental resilience. Through partnerships with the Tapon Fisherfolks Association and RAFI, it supported **two local communities**: Brgy. Dumanjug, Cebu (planting **10,000 mangrove trees** and restoring over five hectares of coastline in the process) and the Samahan ng Mangingisda sa Sulok (SAMLOK) people’s organization at Sitio Sulok, Batangas (planting 3,000 mangrove trees).

The program also trained community members in sustainable management, protecting livelihoods, and empowering them to lead long-term conservation efforts.

Read more here:

- [ENRICHING JUAN ENTERPRISE](#)
- [CARING FOR JUAN PLANET](#)



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Impact Reporting

As part of its ongoing commitment to development impact and advancing socioeconomic issues across the Philippines and the region, Cebu Pacific has aligned its impact intentions with six of the 17 UN SDGs. To measure and monitor the effectiveness of these initiatives, it has committed to report on the following metrics annually.

Cebu Pacific will also provide commentary on its progress each year, with a focus on how each metric relates to the specific UN SDGs. These metrics may be updated each year to reflect any changes and enhancements that are made to Cebu Pacific's overall development impact strategy. In addition to providing data on an annual basis in the future, Cebu Pacific has also provided historical data (where available) for the metrics below to further show its overall progress in addressing these specific initiatives.



UN SDG Target	Metric	3-year Performance			Progress in Action: Commitment to the UN SDGs
		2023	2024	2025	
5.5: Ensure women's full participation and equal leadership opportunities	Female pilots as a percentage of total pilots (%)	7%	8%	9%	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific aims to foster an inclusive and equitable workplace where everyone can take flight by inspiring more Filipinas to pursue careers in aviation and contribute to a more diverse and inclusive industry. It will advance this goal through awareness, mentorship, and leadership development programs, while ensuring equal opportunities in training and promotion. Progress will be monitored and disclosed through the percentage of female pilots in the workforce. Addressing SDG 5.5: By increasing female representation among pilots, Cebu Pacific will attempt to help close gender gaps in aviation, foster diversity, and set an industry example for women as pilots. These intentions are meant to promote gender equality and women's participation in leadership roles in aviation, a traditionally male-dominated field.
	Total employees (#) Proportion of local employees as percentage of total (%)	4,374 94%	4,683 96%	4,937 96%	
8.5: Achieve full and productive employment and decent work for all women and men	Training provided for pilot training and cabin crew training (hours)	236,677	350,324	320,129	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific is committed to creating quality employment opportunities by expanding its workforce, with a particular focus and prioritization on recruiting local talent. Cebu Pacific has also pledged to invest in comprehensive training programs for pilots and cabin crew. It regularly provides skills development and upskilling initiatives to ensure employees are equipped for career advancement and operational excellence. Cebu Pacific has also adopted the People, Policies, and Procedures Manual. Within the manual, Cebu Pacific outlines its employees' right to decent work and reinforces its employment standards as well as training and development procedures. To evidence the effectiveness of its overall plans for its employees, Cebu Pacific will report on these three relevant metrics moving forward to disclose its efforts on local hiring and training. Addressing SDG 8.5: By increasing total employment, raising the proportion of local employees, and providing extensive training, Cebu Pacific aims to support full and productive employment and decent work for all. These efforts help foster economic growth, enhance workforce skills, and ensure that both women and men have access to quality jobs and professional development in the aviation sector.

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UN SDG Target	Metric	3-year Performance			Progress in Action: Commitment to the UN SDGs
		2023	2024	2025	
8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	New destinations that were previously underserved (#)	1	6	1	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific is expanding its route network by launching new services to previously underserved destinations and increasing both its domestic and international connections. It works closely with local communities and tourism stakeholders to ensure that new routes support local economies and cultural exchange. Siargao is an example of Cebu Pacific's impact. This destination previously only had four weekly flights and 62,000 visitors. Today, following Cebu Pacific's route to the area, there are 63 weekly flights and nearly 600,000 visitors, powering a thriving tourism economy. Cebu Pacific will continue sharing its plans for increased connectivity in the future and report on new destinations as relevant. Addressing SDG 8.9: By increasing the number of destinations served—especially in underserved areas—Cebu Pacific aims to promote sustainable tourism that creates jobs, stimulates local businesses, and highlights local culture and products. These efforts are intended to drive inclusive economic growth, support community development, and strengthen the tourism sector across the Philippines and the region.
	Total network of domestic destinations (#)	35	38	37	
	Total network of international destinations (#)	25	25	26	
9.1: Develop quality, reliable, sustainable infrastructure to support economic development and human well-being	Passengers transported (#, millions)	20.9	24.5	26.9	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific is investing in fleet expansion, logistics capabilities, and digital transformation to increase the number of passengers and essential goods it transports. It is also enhancing digital adoption through initiatives such as mobile ticketing, contactless check-in, and real-time information systems to improve operational efficiency and customer experience. By allowing for more passengers and cargo to be carried on an annual basis, Cebu Pacific is supporting sustainable infrastructure. Addressing SDG 9.1: By transporting more passengers and essential goods and increasing digital adoption, Cebu Pacific supports the development of quality, reliable, and sustainable infrastructure. These efforts help drive economic development, improve access to goods and services, and enhance the well-being of communities across the Philippines and the region.
	Cargo goods transported (tonnes)	127,544	168,602	214,952	
	Digital adoption (%) ^a	81%	78%	84%	
9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	New Engine Option (neo) proportion of total aircraft (%)	43%	52%	58%	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific is modernizing its fleet by increasing the proportion of neo aircraft and introducing more modern, fuel-efficient planes each year. It is committed to phasing out older, less efficient models and investing in advanced technologies that reduce fuel consumption and emissions. The goal is to have a fleet of 100% neoaircraft by 2030 to upgrade its existing infrastructure. Addressing SDG 9.4: By upgrading its fleet with cleaner, more resource-efficient aircraft, Cebu Pacific is supporting the transition to sustainable aviation infrastructure. These actions help reduce environmental impact, improve operational efficiency, and demonstrate leadership in adopting environmentally sound technologies and practices in the airline industry.
	New Engine Option (neo) proportion of total jets (%)	55%	67%	73%	
	Number of modern fuel-efficient aircraft introduced per annum (#)	15	13	7	
10.2: Empower and promote social inclusion	Total local communities supported through community program since 2023 (#)	1 ^b	2 ^c	2 ^c	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific actively supports local communities through a range of community programs focused on education, health, disaster response, and economic empowerment. It partners with local organizations to ensure that its initiatives reach underserved and vulnerable populations. Addressing SDG 10.2: By increasing the number of local communities supported, Cebu Pacific aims to empower marginalized groups and promote social inclusion. These efforts help reduce inequalities, foster community resilience, and ensure that the benefits of economic growth and connectivity are shared more broadly across society.

^a"Digital adoption" refers to the use of online bookings.

^bRefers to Brgy. Dumanjug, Cebu.

^cRefers to Brgy. Dumanjug, Cebu and Sitio Sulok, Batangas.

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UN SDG Target	Metric	3-year Performance			Progress in Action: Commitment to the UN SDGs
		2023	2024	2025	
11.2: Provide access to safe, affordable, and sustainable transport systems	Aviation Accidents (#)	0	0	0	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific prioritizes safety by maintaining rigorous operational standards, conducting regular wildlife hazard assessments at airports, and continuously investing in staff training and advanced safety technologies. It is committed to minimizing aviation incidents and maintaining a record of zero passenger fatalities. Addressing SDG 11.2: By reducing aviation incidents, preventing passenger fatalities, and proactively managing wildlife hazards, Cebu Pacific supports the provision of safe, affordable, and sustainable transport systems. These efforts enhance passenger confidence, ensure reliable service, and contribute to the overall safety and sustainability of air travel in the Philippines and the region.
	Passenger fatalities (#)	0	0	0	
	Wildlife hazard assessments conducted at airports (#)	3	5	6	
13.1: Strengthen resilience to climate hazards	Total trees planted or protected, cumulative (#)	10,000	10,000	13,000	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific has conducted climate scenario analysis to identify and assess the effect of climate hazards, such as flooding, extreme wind, and extreme heat, to its operations. To mitigate the impact of these, Cebu Pacific has systems in place for aviation planning in anticipation of extreme weather, crisis management including coordination with internal and external teams, and heat safety protocols, among other measures. Additionally, Cebu Pacific undertakes reforestation and conservation initiatives by planting and protecting trees, including targeted mangrove restoration projects. It collaborates with local communities and environmental organizations to maximize the ecological and social benefits of these efforts. Addressing SDG 13.1: Through proactive aviation planning and crisis management, Cebu Pacific strengthens its climate resilience, protecting the safety of both staff and passengers and minimizing damage to assets due to climate hazards. By increasing the number of trees and mangroves planted or protected, Cebu Pacific also helps strengthen the resilience of communities to climate hazards such as flooding and coastal erosion. These actions enhance ecosystem services, support biodiversity, and contribute to climate adaptation and disaster risk reduction in vulnerable areas.
13.2: Integrate climate change measures into national policies, strategies, and planning	Total Scope 1 GHG Emissions (tCO ₂ e)	1,814,865	2,083,755	2,313,619	<ul style="list-style-type: none"> Cebu Pacific's Approach: Cebu Pacific is proactively integrating climate change measures into its business strategy by setting targets to reduce Scope 1 GHG emissions, improve carbon intensity per available and revenue passenger kilometer, reduce jet fuel consumption intensity, and track emissions avoided through fuel efficiency initiatives. Cebu Pacific continuously implements fuel efficiency initiatives to avoid additional CO₂ emissions and regularly monitors and reports on these metrics to guide ongoing improvement. In addition to introducing neos into its fleet, Cebu Pacific is committed to improving fuel efficiency by optimizing flight plans and implementing fuel-saving best practices in aircraft operations through its pilots. It regularly monitors and reports on jet fuel consumption intensity to identify further opportunities for efficiency gains. Addressing SDG 13.2: By reducing passenger jet fuel consumption intensity and systematically reporting on its climate-related metrics, Cebu Pacific supports the sustainable management and efficient use of natural resources. These efforts help lower its environmental footprint, conserve energy, and promote responsible resource use in the aviation sector. Through active management and reduction of GHG emissions and carbon intensity, Cebu Pacific is integrating climate change measures into its operations and planning. This approach aligns it with national and global climate goals, contributes to the decarbonization of the aviation sector, and demonstrates leadership in climate action.
	Passenger Carbon Intensity per Available Seat Kilometer (gCO ₂ /ASK)	61.3	62.1	61.2	
	Passenger Carbon Intensity per Revenue Passenger Kilometer (gCO ₂ /RPK)	77.0	75.3	75.7	
	Passenger jet fuel consumption intensity (liters/100 RPK)	3.05	2.97	2.99	
	CO ₂ Emissions Avoided through Fuel Efficiency Initiatives (tCO ₂)	24,542	31,687	34,920	

Enriching Juan Enterprise

Diversifying revenue streams remains Cebu Pacific's key commercial strategy, leveraging both the strengths of the LCC model and its market leadership position to support its plans for fleet expansion and business growth.

Anchored on its market share in domestic aviation, this strategy also pursues innovation with Cebu Pacific's core products, systems, and services. International network expansion, hub development, and improvements to its cargo and auxiliary services can help further diversify its revenue streams.

Alongside these initiatives is the constant drive for more seat sales, supported by increased flight frequency, the opening of new routes and destinations, and the strategic utilization of the Cebu Pacific's fleet.

Capitals Covered		Guiding Principles	
Financial	Intellectual	Increased Enterprise Value	Operational Excellence
		Cost Leadership	
Related Material Topics			
• Financial and Economic Performance	• Network and Fleet	• Product and Service Innovation	• Operational Resilience
• Business Continuity	• Crisis and Disruption Management	• Supply Chain Management	• Cost Management
	• Decarbonization	• Climate Resilience	
Goals		2025 Updates	
Increase profitability, revenue, and cost-efficiency		• EBITDA Margin: 26%	• Total Revenues: PHP 119.93 billion
		• CASK ex-fuel: PHP 2.13	
Maintain strong financial leverage and increase share price		• Net debt to EBITDA: 5.3	• Share price: PHP 32.00 (as of Dec 31, 2025)



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Increased Enterprise Value

Cebu Pacific uses a multifaceted approach to ensure both business continuity and market leadership. While its domestic network remains one of the most significant contributors to its growth, it also invests equally in its international network, hub development, innovation in ancillary products, and the capabilities of its cargo services.

These actions not only increase Cebu Pacific's overall growth margins, but also give it greater agency and flexibility to adapt its growth strategy to market trends, new discoveries, and the needs of every Juan it serves.

Financial Results and Economic Contributions

3-3

Cebu Pacific continued to show strong financial performance in 2025, primarily supported by its hub development and fleet expansion. Total revenue rose by 14% (PHP 119.93 billion from PHP 104.91 billion), reflecting a healthy increase in passenger demand. Revenue from passenger flights was responsible for much of this increase, growing by 13% (PHP 80.76 billion from PHP 71.30 billion), while cargo revenues grew by 26.8% (PHP 7.15 billion from PHP 5.64 billion), driven by a demand for more cargo services. Ancillary revenues posted 14% YoY growth (PHP 32.01 billion from PHP 27.96 billion) aligned with increase in passengers flown.

PHP 119.93 billion Total revenue (▲14%)

Revenue, Cost Efficiency, and Profitability

As of 2025, Cebu Pacific has a fleet of 100 aircraft (with an average age of approximately 5.74 years) serving 83 domestic routes and 42 international routes with an average of 3,875 scheduled weekly flights. It flew 26.9 million passengers over 169,407 flights (an increase of 10% and 6% respectively) compared to 2024. This growth can be attributed to its sustained market share in both domestic and international travel, alongside its initiatives to improve its fleet, infrastructure, personnel, and services.

Cebu Pacific has also made significant acquisitions. On October 7, 2024, Cebu Air, Inc. acquired 100% of AirSWIFT Transport, Inc. for PHP 1.38 billion, which directly contributes to Cebu Pacific's growth opportunities and continued network expansion in 2025.

In October 2024, Cebu Air, Inc. signed a debt-to-equity conversion with 1Aviation, for the assignment of credit and subscription to 1,130,000 shares, with par value of PHP 100 per share, amounting to PHP 113.0 million, equivalent to additional 20% ownership. On August 15, 2025, the SEC approved the debt-to-equity conversion, thereby increasing its ownership in 1Aviation from 40% to 60%. Consequently, Cebu Air, Inc. obtained control over 1Aviation, which is now classified and accounted for as a subsidiary. This will enhance Cebu Air, Inc.'s operational control in 1Aviation, allowing it to better integrate services for efficiency, align strategic plans more effectively, and improve service quality.

Key acquisitions in aircraft support Cebu Pacific's long-term business growth. The delivery of seven new aircraft (primarily Airbus A330neos) allowed it to reach a milestone fleet of 100 planes by mid-year. At the same time, it has retired older jets to maintain fleet size, focusing on modernizing with efficient neo jets for regional and long-haul routes. Key deliveries included the first A330neo in March and the 100th aircraft (also an A330neo) in July. These acquisitions directly contribute to cost efficiency, especially regarding the financial gains with their reduced fuel consumption.



Financial Position and Leverage

In 2025, Cebu Pacific's total assets increased to PHP 264.670 billion from PHP 238.167 billion, with its liabilities increasing to PHP 245.649 billion from PHP 228.142 billion. Cebu Pacific's retained Earnings improved to PHP 14.880 billion from PHP 5.404 billion, with a book value per share of PHP 25.45 compared to PHP 7.18 in 2024. This showcases both Cebu Pacific's strict adherence to fiscal discipline and the confidence its investors have in its performance.

Cebu Pacific's total equity grew to PHP 19.021 billion from PHP 10.025 billion, primarily due to this year's net income. As of December 2025, capital expenditure commitments amount to PHP 448 billion, with the majority of these expenses going towards acquisition of more neo aircraft and development of hubs like NMIA.



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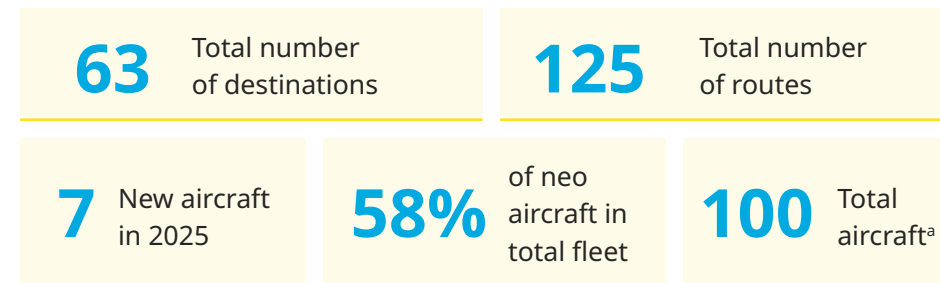
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Disclosures	2023	2024	2025
Total Revenue	PHP 90.61 billion	PHP 104.91 billion	PHP 119.93 billion
Passenger Revenues	PHP 62.46 billion	PHP 71.30 billion	PHP 80.76 billion
Cargo Revenues	PHP 4.06 billion	PHP 5.64 billion	PHP 7.15 billion
Ancillary Revenues	PHP 24.09 billion	PHP 27.96 billion	PHP 32.02 billion
Pre-tax Core Net Income	PHP 4.19 billion	PHP 3.12 billion	PHP 4.80 billion
EBITDA	PHP 21.84 billion	PHP 25.47 billion	PHP 30.92 billion
Operating Income	PHP 8.58 billion	PHP 9.17 billion	PHP 11.50 billion
Total Assets	PHP 187.18 billion	PHP 238.17 billion	PHP 264.67 billion
Total Equity	PHP 4.78 billion	PHP 10.02 billion	PHP 19.02 billion
Price per common share, as of Q4 2025	PHP 32.50	PHP 28.25	PHP 32.00
Basic Earnings per Common Shares	PHP 11.64	PHP 7.52	PHP 19.05
Net Income	PHP 7.92 billion	PHP 5.40 billion	PHP 12.31 billion

Operational Excellence

Connectivity And Service Capacity 3-3



^a This excludes two ATR 72-500F as at December 31, 2025 that are nonoperating and classified as Assets Held for Sale.

Cebu Pacific's route network and fleet strategy are central to enabling connectivity and providing reliable, accessible, and affordable air travel.

As part of this commitment, Cebu Pacific is set to transition to an all-neo fleet by 2030, bringing significant improvements in aircraft performance and fuel efficiency. Paired with optimized route planning, the extended flight range of these aircraft enhances connectivity across domestic and regional markets.

This combination also drives cost savings, enabling reinvestment into network expansion and customer experience improvement. As modern, fuel-efficient aircraft also produce lower carbon emissions per flight, the fleet transition helps reduce environmental impact, contributing to Cebu Pacific's decarbonization goals and its wider sustainable aviation initiatives.

Crucially, its network and fleet strategy also contribute to local and national development. By improving connectivity, stimulating economic activity, creating jobs, and integrating regions into national and global markets, Cebu Pacific acts as a strong economic driver for the Philippines; one that reinforces sustainable growth and environmental stewardship with economic and social value creation.

Cebu Pacific recognizes that increasing flight operations results in higher fuel consumption and emissions embedded in aircraft production, contributing to greater carbon impacts across the value chain. To mitigate these negative impacts, it implements a robust decarbonization strategy, discussed further in [Decarbonization](#).



Cebu Pacific Meets Demand for More Frequent Air Travel with Saudi Arabia Flyadeal Wet-lease

Cebu Pacific's strategic use of its aircraft is one of the foundations to its success. With the rising accessibility of air travel all around the world, diversifying its capabilities to meet the rising demand for air travel is crucial. Through partnerships with other airlines like Saudi Arabia's Flyadeal, Cebu Pacific is now better equipped to handle seasonal surges and dips in demand.

Flyadeal has wet-leased two of Cebu Pacific's A320 aircraft (with Cebu Pacific providing aircraft, crew, maintenance, and insurance) during Flyadeal's summer peak in Saudi Arabia. Through this Memorandum of Understanding (MoU), Cebu Pacific has also wet-leased some of Flyadeal's A320s during its own winter peak season in Southeast Asia. This ensures that both parties avoid an oversupply of aircraft while also meeting passenger demand.

For Cebu Pacific, the deal helps maximize the use of its growing fleet by generating revenue during its slower months through third-party use. Additionally—as the first local carrier to adopt the wet-lease business model—successful partnerships with fellow low-cost operators like Flyadeal can drastically strengthen its operational resilience, while also opening opportunities for similar partnerships in the future.

More Advancements to Operating a Sustainable Fleet

In 2025, Cebu Pacific progressed with its landmark PHP 1.4 trillion agreement for up to 152 aircraft with Airbus and Pratt & Whitney, focusing on securing maintenance support and managing potential geopolitical impacts to receiving the aircraft. This agreement covers the upkeep of the Geared Turbofan (GTF) engine fleet for the landmark 152-aircraft order, aligning costs with actual engine usage to ensure operational resilience.

This is primarily due to the potential impacts from new US tariff policies (introduced in 2025) on its deal with European-based Airbus. As of mid-2025, no delays to the scheduled 2029 start date for aircraft deliveries were reported, and Cebu Pacific continues to receive aircraft from previous orders, reaching a fleet of 100 aircraft by late 2025.

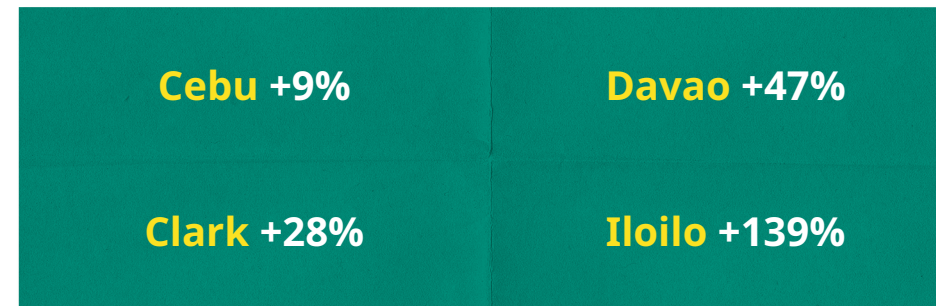
Capturing Leadership Both in Domestic and International Markets

Cebu Pacific maintained its strong geographic network in 2025, serving 37 domestic and 26 international destinations, operating a combined 125 routes in total. This growth included new services and increased frequencies across key domestic markets, boosting connectivity within the Philippines.

As part of its growth strategy, Cebu Pacific strengthened its Clark International Airport hub, launching new direct domestic connections (Clark–Naga and Clark–San Jose) and increasing seat capacity. This highlighted Clark’s growing role as a major aviation gateway outside Manila and contributes to the overall push Cebu Pacific is making towards strengthening its non-Metro Manila hubs.



Seat Growth in Key Cebu Pacific Regional Hubs (vs. 2024)



Cebu Pacific had strong performance on regional international services such as Hong Kong flights (which became its second-largest international market in the first quarter of 2025), with rising demand from non-Metro Manila cities. To ensure that its fleets could meet demand, it also realigned some services—like turboprop relocations from Manila to Clark—in response to operational shifts while focusing on demand-driven routes like Da Nang and Chiang Mai.

Disclosures	2023	2024	2025
Hubs	3	5	5
New destinations	1	6	1
New routes launched	1	28	4
Total destinations	60	63	63
Domestic	35	38	37
International	25	25	26
Total routes	104	123	125
Domestic	68	84	83
International	36	39	42



Cebu Pacific Hits 100-Aircraft Mark with New Airbus A330neo

Cebu Pacific has made aviation history as the first Philippine carrier to operate a 100-aircraft fleet, following the arrival of a new Airbus A330neo in July. This achievement demonstrates its commitment to making the skies more accessible to every Juan by expanding its already diverse fleet with more cost-effective and energy-efficient models, a testament to its pursuit of sustainable growth.

In 2025, Cebu Pacific acquired four additional A330neos and three narrow-body neos to significantly upgrade the performance of its rapidly growing fleet. The A330neo offers greater range and capacity, giving it flexibility to serve regional/long-haul routes and high-demand markets, while keeping operational costs efficient.

Most importantly, Airbus neos burn 15–20% less fuel per flight, leading to lower carbon emissions—a key component for helping Cebu Pacific meet its own decarbonization goals.

With its 459-seat capacity and extended range, the A330neo allows Cebu Pacific to serve high-demand domestic sectors, regional routes, and longer flights (with destinations like Australia, the Middle East, and other Asian hubs) more efficiently. This gives Cebu Pacific the flexibility to grow its network and handle more passengers per flight.

Overall, the addition of A330neo aircraft marks a significant step in Cebu Pacific’s expansion goals and in fostering organizational and national economic growth—boosting connectivity, supporting tourism (including island and international destinations), and enabling cost savings that can be passed on to passengers through lower fares.



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Cebu Pacific Connecting the Philippines to the World

As Cebu Pacific celebrates its 30th year, it understands that its role in aviation has always been passenger centric. Its approach to accessible air travel means that it must always put the needs of every Juan first, especially with their need for more connectivity.

This has been addressed largely through its domestic share, but Cebu Pacific also understands that flights alone do not make a network. This is why in 2025, it focused on strengthening hubs, launched new domestic and international routes, increased frequencies, and expanded its global network, enhancing connectivity within the Philippines and across key regional markets.

Strengthening of Hubs Outside Metro Manila

Clark International Airport has been a major focus for Cebu Pacific. It expanded its operations with multiple new domestic routes and increased capacity, supporting Clark's growth as a major secondary hub outside Metro Manila. Network expansions like these form part of a broader strategy to shift select services away from the congestion at NAIA to strengthen network resilience.

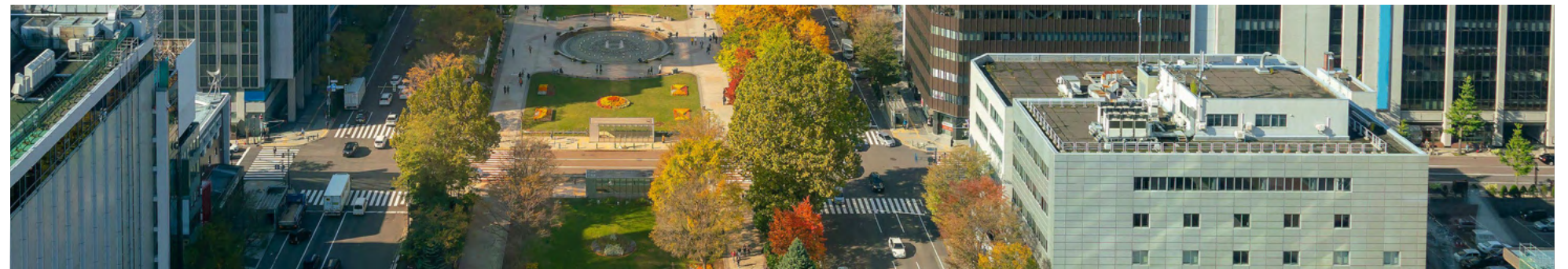
In December 2025, Cebu Pacific was serving 16 destinations from Clark (12 domestic and four international) and boosting total seat capacity significantly, with the intent to position Clark as a key gateway for both local and international travel, especially for the Central Visayas region.

New Routes and Destinations

As part of its goal to make air travel more accessible, Cebu Pacific introduced new destinations while strengthening its domestic network. Since April 2025, flights between Clark and El Nido increased from daily service to 17 times weekly, and Clark-Coron (Busuanga) flights rose from daily to 21 times weekly by December 2025. These enhancements reinforced the Clark hub's connectivity to Palawan and supported growing travel demand, particularly during the holiday season.

Domestic flights are also further supported by the introduction of more A330neo flights to Bohol, Iloilo, and Puerto Princesa. Cebu Pacific's capacity is increased by these additional flights, making domestic travel more accessible while still staying affordable for every Juan.

International flights to Southeast Asia are also part of Cebu Pacific's network expansion this year. It has added Sapporo as another of its direct flight options from Manila, alongside Tokyo (Narita), Osaka, Nagoya, and Fukuoka. This shortens the journey by up to five hours and offers passengers the opportunity to save up to 63% on airfare.



Vietnam and Thailand are also now more accessible to passengers via the Cebu-Ho Chi Minh City and Iloilo-Bangkok (Don Mueang) direct flights. An increase in the frequency of flights to Bangkok, Da Nang, Melbourne, and Sapporo also addresses the demand for holiday flights, further stimulating both local and international tourism.

Cebu Pacific will continue to look for new destinations to expand while strengthening the capacity and capability of its operational hubs. With its mandate of making flights more accessible to every Juan, Cebu Pacific's network expansions seek to make a more interconnected Philippines—and ultimately, create stronger ties with its neighbors in the Asia-Pacific region and the world.

Next-Generation Airline Experiences

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Cebu Pacific continues to develop innovative solutions and ancillary offerings that enhance affordability, convenience, and customer choice, while differentiating its value proposition in the highly competitive LCC market.

Cebu Pacific offers flexible and personalized products such as CEBfare bundles, Prepaid Baggage, and Seat Selector. The Cebu Pacific mobile app and website are regularly upgraded to improve booking and travel convenience, while onboard options like meals, snacks, and duty-free shopping enrich guests' overall experience.

In 2025, Cebu Pacific continues to uphold its commitment to bring low-cost flights to its passengers, bringing back its much-awaited Piso Sale promotions and other seat sale special offers.

Customer Feedback and Research

Releasing new products and services carries the risk of poor reception, which may impact brand perception, result in customer backlash, and create barriers for passengers who are less familiar with digital tools or frequent changes. Cebu Pacific reduces this risk by prioritizing customer feedback and research, adopting a test-and-learn approach before full rollout, and ensuring that innovations align with both passenger needs and its business goals.

Customers are the primary drivers behind many of the innovations and investments that Cebu Pacific has introduced in its ancillary products. One noteworthy improvement in 2025 includes the launch of 3 novelty drinks as part of the Buy-On-Board Product for Fun Café. These initiatives consistently implemented throughout 2025, resulted to a 27% increase in Buy-On-Board revenues from 2024.



Making Every Seat Count: Air Travel within Reach for Every Juan

Seat sales are one of the most far-reaching initiatives in Cebu Pacific's mission of making air travel accessible.

In 2025, Cebu Pacific offered eight major seat sales, giving passengers the opportunity to enjoy low base fares to some of the most-traveled destinations in the Philippines and Southeast Asia. Promotions like Super Seat Fest and Piso Sale help every Juan pursue richer and more diverse travel experiences. This is on top of regular tactical seat sales to stimulate travel demand.

These sales are the most highly anticipated events for Cebu Pacific passengers.

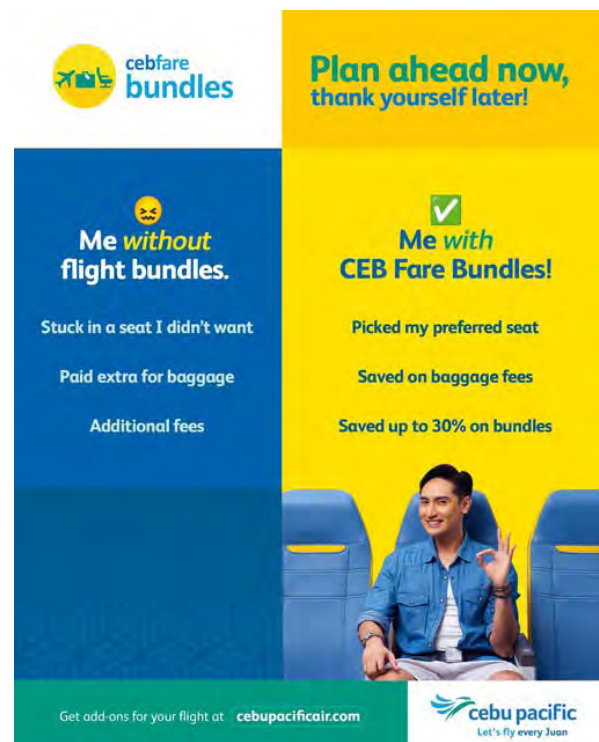


The March 2025 Piso Sale focused on the extensive network of Cebu Pacific, featuring domestic and international destinations that can be reached across five hubs: Manila, Cebu, Clark, Iloilo, and Davao. These routes help stimulate local economies while also advancing Cebu Pacific's goals of democratizing air travel.

Seat sales also mark key milestones for both Cebu Pacific and its passengers. In March, the much-awaited Super Seat Fest celebrated its' 29 years of service. With base fares as low as PHP 29, travelers were able to explore the Philippines' many tourist attractions or fly to international destinations like Bangkok, Hong Kong, Seoul, Singapore, and Tokyo.

Targeted piso seat sales were also used to debut Cebu Pacific's newest routes. This is particularly effective for new international routes, like Cebu-Ho Chi Minh in 2025, or Manila-Riyadh in 2026. Aside from spreading awareness, these seat sales further enhance the travel experience every Juan has with Cebu Pacific, enabling it to steadily move towards a market leadership position both in domestic and international air travel.

Cebu Pacific aims to continue offering seat sales while ensuring that its hubs can keep pace with increasing passenger demand, with the milestone year of 2025 laying the foundations for stronger performance moving forward. Through these promotions and expanded connectivity, Cebu Pacific continues to make flying easy, affordable, and accessible to every Juan.





Sustaining Long-Term Growth

3-3

Cebu Pacific's business continuity efforts are centered on investing in smart operations systems, strengthening maintenance and supply chains, and adopting flexible service practices, all designed to ensure stable operations, minimize disruption impact, and sustain long-term growth even amid industry pressures.

Business Continuity is being developed as an enterprise-wide capability, with the ERM function that will serve as both policy owner and program coordinator across business units. Oversight will be provided by the Risk Management Committee, which ensures alignment with Cebu Pacific's ERM framework and strategic priorities.

Consistent with Cebu Pacific's compliance with minimum continuity requirements set by local aviation authorities, the ongoing rollout of the Enterprise Business Continuity Plan (BCP) is focused on building practical, operational resilience that goes beyond what is required. This includes embedding continuity planning into core processes, further strengthening coordination across functions, and ensuring that response and recovery arrangements remain aligned and well-established across the critical processes, systems, and resources of Cebu Pacific.

Cebu Pacific also maintains a clear distinction between crisis management and business continuity. While crisis management focuses on immediate response and stakeholder coordination during emergencies and disruptions, business continuity emphasizes the sustained recovery of

critical operations and services in the long term. Both capabilities are designed to work together as part of an integrated resilience approach.

Technology resilience is a core pillar of Cebu Pacific's continuity strategy. The Information Technology Disaster Recovery Plan supports the availability of operational platforms that are essential to flight operations, customer service, and other critical frontline and support functions. Regular table top exercises and crisis simulations are also conducted to test preparedness, validate response protocols, and strengthen cross-functional coordination.

Looking ahead, Cebu Pacific remains committed to further and continuously strengthen its framework. This reflects a long-term focus on operational sustainability, service reliability, and stakeholder value protection as Cebu Pacific continues to grow and expand its network.

Optimizing Operations Through Technology and Innovation

Cebu Pacific partnered with Lufthansa Systems to adopt the NetLine suite, a next-generation operations control and crew management platform. This system uses real-time data on weather, airspace, aircraft performance, and crew schedules to help proactively identify and mitigate disruptions, optimize crew rostering, and improve operational decision-making—supporting continuity even during irregular operations or rapid network growth.

To address engine-related supply-chain constraints in 2025, Cebu Pacific adopted contingency measures such as flexible scheduling (including leasing arrangements) to maintain flight continuity despite capacity impacts.

As part of JGSHI's commitment to unify its people strategy and employee experience, Cebu Pacific has also taken steps to modernize its HR Management System (HRMS) by adopting Darwinbox. This platform centralizes and streamlines HR operations, driving greater efficiency and strengthening the foundation for a resilient, future-ready workforce.

By integrating data-driven tools for flight operations and crew planning, Cebu Pacific is building a more robust internal infrastructure that enhances safety, efficiency, and resilience, helping maintain stable service delivery amid fluctuating demand or operational challenges. Key partnerships with companies like Lufthansa improve access to critical aircraft parts and maintenance logistics, which reduces downtime and supports more reliable fleet operations, an important aspect of continuity as Cebu Pacific scales its network and fleet.

Cebu Pacific also made headway into supporting its broader digital transformation roadmap with an upgraded Navitaire New Skies, successfully moving to version 4.7 in September 2025. The upgrade modernizes a long-standing core passenger service solution, ensuring it remains robust, scalable, and aligned with evolving business needs. The Systems, Innovation and Training (SIT) team conducted comprehensive user acceptance testing, validated dependencies, and coordinated with departure control system providers to align integrations and installations, enabling a smooth deployment.

Cebu Pacific also conducted training, data migration, and a platform upgrade from February to September 2025. These improvements will further bolster its online booking, baggage, seat selection, and overall passenger management, enabling its high-density seating and growth—as demonstrated during IT outages where Navitaire's restoration was key to resuming operations.



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Building Future-Ready Talent

Cebu Pacific’s pilots are the cornerstone of its flight operations. It understands that there is a need to balance the demand for the services of its human operators with the real constraints of working limitations, which is why it has focused on key initiatives that help ensure it has the skilled pilot capacity it needs for reliable, long-term operations.

In one such initiative, Cebu Pacific expanded its long-standing training partnership with CAE Philippines by planning an Airbus A330neo full-flight simulator at their Clark training centre to support pilot training capacity as Cebu Pacific’s fleet grows. This investment strengthens its ability to train pilots on both existing A320 and ATR models and future wide-body aircraft in the fleet, enhancing operational readiness and safety.

Investments in simulator technology and structured cadet pathways also contribute to consistent, high-quality training required for safe and reliable flight operations, which are essential for business continuity.

Although the A330neo simulator is expected to be operational by early 2027, its planning and investment in 2025 illustrate Cebu Pacific’s proactive approach to building scalable, advanced training infrastructure to meet future pilot demand. Additionally, it also functions as a key element of continuity planning and ensures that pilot training capacity keeps pace with flight operations and network complexity as they expand.

In parallel, these investments in flight stimulator technology and training enable Cebu Pacific to develop its own sustainable pilot talent pipeline. In doing so, it reduces reliance on external hiring, lowers training costs, and supports continuity even during periods of rapid expansion or industry staffing challenges.



Shaping the Future of Filipino Aviation Engineering Through Industry–Academe Partnership

Cebu Pacific believes the future of aviation is built on collaboration, innovation, and purpose. Through its Design Engineering Program, it partners with universities and technical colleges to champion a new way of shaping aviation: one that puts sustainability, education, and real-world impact at the center.

Designed by Cebu Pacific’s Engineering and Fleet Management (EFM) department, the pilot collaboration officially began with the De La Salle University (DLSU) College of Engineering. Cebu Pacific is currently in talks with other universities, including University of Bohol, for similar collaborations moving forward.

This five-year partnership gives students the opportunity to transform classroom theories into real-world solutions. Guided by Cebu Pacific mentors, students will design and build practical equipment and systems that support airline operations, from smart automation in maintenance to greener mobility solutions within its facilities.

These projects strengthen operations while delivering value to society, demonstrating how aviation can drive sustainable progress. More than

an academic exercise, this initiative bridges classroom theory and real-world practice.

Collaborations with academic institutions and regulatory bodies allow for updated curricula that correspond with industry developments and needs. By mentoring the next generation of aviation professionals and Airbus-ready talent, Cebu Pacific empowers young innovators with mentorship, research opportunities, and hands-on projects—preparing them to create solutions with lasting value for society and to lead in a rapidly evolving aviation landscape.

Each thesis project under this program is a testament to Filipino ingenuity, inspiring engineers and eco-innovators who pursue aviation with purpose—shaping safer, smarter, and more sustainable skies for every Juan.



Readiness And Response to Critical Incidents

3-3

Strong crisis response helps protect safety, prevent or minimize damage, maintain essential connectivity, and sustain confidence in tourism and trade during emergencies. Also, inadequate crisis response can increase the risk of injuries, disrupt mobility and local economies that rely on air transport, and erode public trust.

A Renewed Focus on Long-Term Planning

Long-term planning ensures that Cebu Pacific can maintain essential functions during major or prolonged disruptions, including pandemics, infrastructure failures, or regulatory issues.

As an integral part of Crisis Management, Business Continuity should follow or run parallel in the event of a disruption or emergency, and is based on three principles:

- Risk mitigation strategies, to reduce the risk of operational disruption
- Crisis response strategies, to respond correctly in times of crisis to minimize damage
- Business restoration strategies, to get operations running as soon as possible

Lapses can negatively affect community-level economies, especially tourism-dependent areas, and service interruptions can impact passengers, employees, and communities relying on consistent transport. Thus, Cebu Pacific’s business continuity plan maintains economic activity by keeping air transport and dependent tourism and trade stable, therefore preserving jobs and access to mobility during crises.

Cebu Pacific ensures that its Network Control Center (NCC) is always prepared to activate contingency plans should its main headquarters become non-operational. Business Continuity Plan (BCP) exercises are conducted regularly to test and reinforce these plans in simulated crisis events, monitoring the speed and motion of the team’s evacuation process and setup at the alternate site. This year saw further improvements and corrections to the BCP, with no reported issues from the related CMTs.

Due to the change in management of NAIA, the former BCP site is no longer owned by the NCC and Operations Support. To address this, the Centralized Business Resilience team is assessing alternate BCP sites near the airport or with visibility over ramp operations, such as Clark and other nearby buildings within the airport complex in Manila.

Knowledge of manual processes and access to alternate platforms proved valuable this year in responding to the disruption caused by upgrades to passenger handling software. The Cebu Pacific team handled matters on the ground and utilized other platforms with help from the airport authority. The NCC and Functional Groups also adapted quickly when internet access at the Airline Operations Center was intermittent, moving to the Air Juan building instead to ensure the continuity of Cebu Pacific's operations and flights.



Readying Rapid Responses to Emergencies

Cebu Pacific places a high priority on its ability to respond effectively to sudden, unexpected events such as natural disasters, accidents, and operational failures to mitigate damage and restore normal operations.

To mitigate these impacts and continue safe operations, Cebu Pacific refers to its ERPM, an established corporate emergency response plan. This plan centrally manages and coordinates all activities to respond to major aircraft incidents, accidents, and other unfavorable events that may result in serious injuries, fatalities, or major damage causing significant disruptions to airline operations.

Cebu Pacific's Operations Planning Group (OPG) plans ahead of known and forecasted events. This includes functional groups that may need to implement their departmental contingency plans. In the event of an actual crisis, the CMT is activated depending on the severity of the emergency.

The CMT comprises different departments that may be involved or relevant in managing the crisis and its impacts. The Network Control Manager On-Duty assesses the situation and advises the CMT Chairman, who decides whether a CMT should be activated or not.

Debriefings from actual CMT activations, as well as quarterly simulations and tabletop exercises, provide insights that guide the improvement of future activations. All decisions are subject to the approval of the CMT Chairman.

One such improvement for 2025 is the documentation of a process for ticketing Go Team responders in the absence of the BTA process, which is the system for Official Business Travel. This ensures that the responder can fly into the site even without the prior filing of a Business Travel Authorization (BTA).

Furthermore, internal and external audits are done to test the processes documented in the manual. As a result of these efforts, it has been observed that the CMT members have greater awareness of their roles and responsibilities, and that recent CMT activations are more efficient compared to those in the past.



Ensuring Airport Readiness In Times Of Crisis

Cebu Pacific has built a long-standing relationship with its airport partners in its 30 years of business, closely coordinating with them to manage site operations. A recurring and key concern is the proper response for instances of disruptions or disasters, which are covered by each airport's Airport Emergency Exercises.

In 2025, Cebu Pacific's Centralized Business Resilience observed and participated in different Airport Emergency Exercises with its different partner airports around the country. This is in partnership with CAAP, the local airport authority, and the ground handler (1Aviation).

Its participation in such activities aims to build rapport and coordination with the domestic airports in the country, ensuring that Cebu Pacific is also aware of the capabilities and procedures of the airports. This also assures that the ground handler's procedures and alarm chart are aligned with that of the NCC-CBR in case of any emergency or disruption.

Airport emergency exercises are crucial because they test readiness before real lives are at stake. They allow Cebu Pacific, its partnered airports, responders, and support agencies to practice coordinated responses to accidents, security threats, medical crises, or natural disasters in a controlled setting.

These exercises also help identify gaps in communication, command structure, equipment, and procedures that may not be obvious on paper. They train personnel to be familiar with their roles, reducing confusion and delays during real emergencies.

Most importantly, regular drills strengthen inter-agency coordination and improve decision-making under pressure. This directly contributes to faster response times, safer evacuations, and better protection of passengers, staff, and infrastructure—ensuring that flights are safe for every Juan.



Rapid Fleet-Wide Software Compliance Within 24 Hours

In 2025, Cebu Pacific demonstrated operational resilience when it received an Emergency Airworthiness Directive (AD), mandating a critical Airbus software update affecting A320 and A321 aircraft worldwide. The directive required immediate action across the fleet. With aircraft operating across multiple bases, Cebu Pacific mobilized its engineering and maintenance teams to execute the update within a compressed timeline.

Within less than 24 hours, the required software update was completed across the affected fleet, with minimal disruption to the network. The coordinated response required round-the-clock execution from Cebu Pacific's EFM team, Aviation Partnership, supported by the NCC for dynamic aircraft planning and redeployment. Support teams worked in parallel to manage schedule adjustments, passenger communication, and crew deployment.

Emergency ADs are mandatory and non-negotiable. The ability to comply swiftly (while maintaining network integrity and customer confidence) reflects Cebu Pacific's commitment to safety, business continuity, and operational discipline.

The incident tested Cebu Pacific's operational readiness across multiple functions. It reinforced the strength of its integrated operating model: combining in-house engineering capability, fleet oversight, and ground handling coordination to respond decisively under regulatory and time constraints.

This response underscores a core principle of Cebu Pacific's operating model: operational excellence is measured not only by day-to-day efficiency, but by the ability to execute under pressure without compromising safety or service reliability.



Initiatives by Cebu Pacific's EFM Department and Aplus

Cebu Pacific is growing its operations with the announcement of its 152 aircraft order in 2025, the largest aircraft order in Philippine aviation history. In anticipation of the fleet management and maintenance requirements for this expansion, Cebu Pacific's EFM department, and its wholly owned subsidiary Aplus, are working together to strengthen the latter's local maintenance capabilities (with a strong focus on safety, quality, and sustainability) through the following initiatives:

- 1** In July 2025, Aplus inaugurated its Clark Hangar facility to prepare for the approval of Base Maintenance capabilities to accommodate C-check requirements of Cebu Pacific's A320/A321 Aircraft. The Clark Hangar also increased Aplus' capacity to accommodate the increasing demand for Lighter Checks, Landing Gear Changes, and Engine Changes for Cebu Pacific.
- 2** Continuous partnership with OEMs and trusted MRO companies through working party arrangements where the repairs are done locally. Notable partners include Safran and Revima for landing gear repairs, Allen Aircraft Radio Corporation (AAR) for thrust reversers, AirFrance Industries (AFI) for CFM engine top cases, Rolls Royce (RR) for Trent7000 engines, and repairs for radomes and nose cowl through Aplus.
- 3** The Research & Development arm of Aplus continues to actively develop locally fabricated alternative tooling (with approvals). These innovations include engine core wash systems, engine cooling machines, brake cooling systems, specialized engine change stands, repurposing service vehicles to mobile tech stores, and repurposing decommissioned water bowsers into mobile satellites (using Starlink) for internet connectivity at the ramp, which ultimately reduce costs for Cebu Pacific.
- 4** Active engagements with local vendors such as RD Aerospace and Wingbox for emergency equipment maintenance and to scale up technical skills requirements, respectively.
- 5** Expanding training rooms to meet the growing demand for technical training and continuous investment in the Aplus Technical Training Center's learning tools. This includes the CPAT Learning Management System for mechanics, which enables Aplus to expand Level 3 training across multiple aircraft types.

In addition to these, EFM and Aplus are in talks with international MRO service providers for possible investments in the Philippines. This initiative is expected to create jobs for local talents, increase foreign investment, encourage export of MRO services, decrease the need for imported maintenance services, and minimize ferry flight and logistics costs—ultimately benefitting the country's economy.



Ensuring Reliable Service

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The airline industry faces inherent risks, including engine reliability issues and supply chain challenges. Strong operational resilience helps Cebu Pacific maintain smooth day-to-day operations and prevent, detect, respond to, and recover from adverse events, maintaining critical operations during disruptions.

This is crucial as it also enables Cebu Pacific to ensure safe, reliable, and affordable air travel for its passengers, particularly as it expands its fleet and network amid increasing demand and ongoing operational challenges like supply chain disruptions and engine issues.

In 2025, Cebu Pacific has made further strides to ensure it has sufficient agency with its operations. One such example is that all domestic flights from Manila are now handled by it, reducing its reliance on third-party small fuel suppliers such as Safeair. With direct control over fueling procedures, staff training, and equipment maintenance, hubs like small or remote airports can remain operational even when fuel suppliers find the market unattractive.

Finally, investing in resilient internal infrastructure and world-class systems is also central to enhancing safety, improving aircraft assignment, optimizing roster planning, and ensuring regulatory compliance.

Improvements to Cargo Processing and Operations

Cebu Pacific aims to improve cargo handling efficiency by allowing cargo acceptance directly from its partner warehouses. This initiative aims to decongest the main cargo warehouse in Manila, reduce truck waiting time, improve customer experience, and support on-time uplift and delivery of goods within the Philippines.

It collaborates closely with 2GO Group's logistics arm (including 2GO Express and 2GO Forwarding) for cargo acceptance and handling services. 2GO acts as a key logistics partner, helping Cebu Pacific move freight efficiently and reliably through its transport network.

A notable example of this cooperation is the joint commissioning of an advanced X-ray machine at 2GO's Gateway Hub in Parañaque. This upgrade allows extended cargo acceptance cut-off times and faster processing of shipments before they are loaded onto Cebu Pacific flights, benefiting sensitive and temperature-controlled goods while improving cargo throughput.

Likewise, Cebu Pacific's partnership with AP Cargo assists with freight brokerage, airport-to-airport cargo acceptance, documentation, and cargo clearance services. This helps shippers move goods using Cebu Pacific's aircraft capacity, and leverages AP Cargo's own nationwide network to support air cargo movement and delivery.

AP Cargo's wide range of logistics services (including door-to-door delivery, third-party logistics support, express shipments, and freight solutions) complement Cebu Pacific's cargo services by providing additional ground handling and distribution capabilities for customers.

Finally, Cebu Pacific has also augmented its Manila Cargo Operations' warehouse capacity through the provision of additional cargo handling and storage space, enabling sustainable growth in cargo volumes.

The project involves the establishment of a full cargo acceptance operation at an offsite facility. This includes end-to-end cargo acceptance activities such as shipment intake, verification of documentation and packaging compliance, weighing and

labelling, and x-ray screening to meet security clearance requirements prior to transfer to the main cargo terminal.

This reduces congestion within the existing Domestic Cargo Warehouse at NAIA Terminal 4 (T4), and supports overall operational efficiency and service reliability.





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Leveraging the Capabilities of Engineering and Fleet Management (EFM)

A core area that supports Cebu Pacific's reputation for excellent customer service is how it manages the overall health of its aircraft. For the past 30 years, it has relentlessly pursued quality service that is backed by state-of-the-art and well-maintained planes, which are attended to by its EFM department.

Cebu Pacific aims to proactively navigate supply chain disruptions and Pratt & Whitney engine issues by securing additional spare engines, materials, and leased aircraft to minimize fleet impact and maintain reliable flight operations for passengers.

With a 41% increase in spare engines for 2025, Cebu Pacific continues to provide dependable and low-cost flights to the public, championing connectivity while supporting tourism and the broader Philippine economy.

To support Cebu Pacific's Airbus fleet, EFM has widely adopted state of the art digital aircraft management tools under the Skywise Platform, enabling real-time tracking of airplane defects in-flight and allowing proactive preparedness to address the issue upon aircraft arrival. This limits the impact of last minute technical issues that can lead to delays and cancellations.

Global realities in the aviation industry also significantly affect Cebu Pacific's operations. Supply chain shortages have limited OEM partners' ability to provide timely spares and repairs, introducing unpredictability that directly impacts operational resilience. To mitigate these effects,

Cebu Pacific's Technical teams have been closely working with its supply chain colleagues to ensure it has the "Right Size, Right Time" inventory to manage any airplane issues that occur.

Cebu Pacific has also launched base maintenance operations and capabilities ensuring greater operational flexibility and maintenance quality, while furthering MRO full-service growth in the Philippines. In 2025, its wholly owned subsidiary Aplus completed 18 Lighter checks for Cebu Pacific, with potential to cater to other airlines in the future.

Through these initiatives, Cebu Pacific ensures it can properly and efficiently maintain its aircraft to improve On-time Performance (OTP) for its passengers. Metrics aside, these measures also play a more significant role in reinforcing Cebu Pacific's commitment to ensure reliable and safe air travel to its customers.

The EFM team also takes care of all cabin experience aspects of the passengers, including customized proactive maintenance programs for the air conditioning systems and the seats/lavatories on the airplanes.

Daily, weekly, and monthly operational reviews are in place to discuss and measure the effectiveness of actions taken, with all meetings setting targets to achieve. Cebu Pacific's fleet performance is constantly benchmarked against other airlines around the world to continually seek avenues for improvement.

In 2025, further internal fleet management frameworks were put in place to actively analyze past issues for their root causes, helping to implement mitigation strategies to reduce future recurrence.



Cebu Pacific Boosts Operations with New Ground Support Equipment (GSE) and "easytrack" Tire Management System

Cebu Pacific continues to improve its operational resilience with strategic partnerships and purchases, ensuring that it is always ready to meet the demands of its passengers with greater accuracy, safety, and productivity across its operations.

It acquired new GSE in March of 2025, strategically deploying them across NAIA Terminals 2 and 3, as well as other key Cebu Pacific domestic hubs. GSEs are specialized vehicles and tools used to service aircraft while on the ground, covering critical functions such as baggage and cargo handling, passenger boarding, and maintenance support.

In April 2025, Cebu Pacific officially launched the "easytrack" tire management system with its strategic partner Bridgestone Corporation. Using QR codes and smartphone applications, it can streamline aircraft tire tracking, significantly cutting labor time involved in tire inventory management.

This marks a crucial improvement in Cebu Pacific's smart solutions. Not only has this partnership contributed to safety and productivity improvement in aircraft tire management, but it has also shown significant benefit for its employees on the ground—with 50% reduction in workload and near-zero human error.

By improving its ground support operations, Cebu Pacific is better positioned to provide the best customer service for every Juan. Not only do these initiatives strengthen its relationship with its strategic partners, but they also ensure that all planes that fly under its colors reflect a high level of care that extends to all passengers it carries.

Building and Maintaining Partnerships

3-3

Business partners play an essential role in Cebu Pacific's value creation, supporting its ability to deliver quality services and offering new, innovative ways to improve and expand these. Through its external partnerships, Cebu Pacific strengthens connections within and outside the aviation industry and extends economic opportunities across its local and international value chain.

To mitigate any associated reputational and operation risks, Cebu Pacific follows a thorough process to ensure that all accredited suppliers are compliant with local laws and regulations while also reflecting its core company values. Disclosures on Cebu Pacific's procurement practices and supplier accreditation can be found in this Report's [Governance section](#).

External Partnerships Supporting Supply Chain Resilience

Supply chain resilience is inherently linked to the relationship that Cebu Pacific cultivates with its suppliers. In 2025, Cebu Pacific strengthened its supply chain resilience through long-term maintenance contracts, expanded repair partnerships, and integrated parts supply solutions with several third-party contractors.

These initiatives are meant to reduce disruptions, improve parts availability, and ensure aircraft uptime as Cebu Pacific's network and fleet continue to grow—which also helps it to maintain a high level of service for its passengers.

Cebu Pacific signed a 12-year comprehensive maintenance services agreement with Pratt & Whitney for its GTF engine fleet. This deal helps stabilize maintenance planning, cost forecasting, and technical support for a large portion of its fleet.



Likewise, Cebu Pacific partnered with AAR CORP. on a multi-year nacelle component repair agreement for its CFM56-5B engines. This strengthens the availability of critical parts and repair services through a reliable third-party supplier, reducing turnaround time and supporting aircraft availability.

Finally, Cebu Pacific selected Lufthansa Technik to manage integrated consumables and expendables (C&E) supply for its fleet. By consolidating thousands of small but essential parts through a global supply network, it boosts reliability and reduces the risk of grounding its aircraft due to missing components.



Building Partnerships to Enhance Capacities with Bulgaria Air

The demand for flights is rarely constant across routes and destinations. Some go through peaks and lows that can be difficult to manage, with significant impacts on fleet capacity, costs, and overall fiscal outlook if not addressed.

Situations like these are what has led Cebu Pacific to form and maintain various partnerships to ensure that its operations suffer from minimal disruption, even when seasonality is taken into account.

In late October 2025, Cebu Pacific signed a damp lease agreement with Bulgaria Air to temporarily augment its fleet for the peak holiday travel season (December 2025 to January 2026). The deal covers two Airbus A320neo aircraft (each with 180 seats) that Cebu Pacific deployed on four high-demand destinations: Cebu, Davao, Iloilo, and Cagayan de Oro.

Under this arrangement, Bulgaria Air provides the aircraft, pilots, maintenance, and insurance, while Cebu Pacific supplies its own cabin crew to operate the flights. This agreement helps Cebu Pacific meet strong seasonal demand and ensure operational resilience without permanently expanding its own fleet, giving it flexibility to scale capacity during travel peaks with trusted international partners.

More importantly, initiatives like these address any potential capacity gaps due to AOG, maintenance cycles, or delivery delays. By engaging with Bulgaria Air as a strategic supplier of fleet capacity, Cebu Pacific is able to ensure service continuity while also reducing the likelihood of service disruptions.

Partnerships have been essential to Cebu Pacific's success for the past 30 years. By building relationships with suppliers, communities, and especially other airlines, it is better able to utilize its fleet capabilities while supporting the future of aviation.

Cost Leadership

Promoting Value-Based Spending 3-3

Cost discipline is integral to Cebu Pacific's LCC model. Cebu Pacific optimizes expenses across operations, fuel, maintenance, and supply chains to maintain affordable fares while ensuring sustainable profitability. Careful cost management allows more efficient use of resources, helps sustain affordable fares that support tourism and local economies, and improves accessibility for people by keeping travel within reach.

As an LCC, Cebu Pacific combines disciplined cost management with strategic investments in its fleet, network, and operations. This approach keeps fares affordable while enhancing reliability, flexibility, and the overall travel experience, making air travel accessible to more passengers.



Fueling Growth Through Sustainable Financing

In 2024, Cebu Pacific secured an SLL, which tied financing charges to Cebu Pacific's environmental performance, measured through its flight emissions intensity. The agreement sets out intensity targets that Cebu Pacific must meet to continue enjoying preferential interest rates on the loan. This was used to finance a brand-new A321neo as part of the airline's fleet modernization strategy, one of its key levers for reducing emissions.

In 2025, Cebu Pacific avoided more than 250,000 tCO₂ in emissions from the neo switch alone, contributing to an emissions intensity of 75.7 gCO₂/RPK, significantly below the SLL target of 78.6.

To continue this momentum, Cebu Pacific secured a second SLL in November 2025, which was used to finance two spare Pratt & Whitney GTF™ engines. This scales the airline's upside from reduced interest charges while further reinforcing its commitment to decarbonizing its operations.

By aligning this financing framework with carbon reduction milestones, Cebu Pacific demonstrates a disciplined approach to growth where sustainability performance serves as a tangible driver of financial value and long-term competitiveness.

Managing Cost Volatility

Cebu Pacific focuses on managing fuel and foreign exchange (FX) costs to sustain low fares and support consistent financial performance. These remain the airline's most significant and volatile input costs, requiring active oversight and disciplined execution.

Treasury Risk Management (TRM), together with the management-level TRM Committee, reviews market conditions, cost outlook, and positions on a monthly basis. This enables timely adjustments to ensure exposure remains within defined parameters and aligned with business requirements.

A structured hedging program is used to stabilize a portion of fuel and FX costs over time. Through the selective use of derivative instruments, including options, Cebu Pacific is able to cap costs during periods of price increases while retaining the ability to benefit when market conditions are favorable.

Hedging decisions are governed through established approval processes, with oversight at the Executive Committee level. This ensures that cost management actions are consistent with the airline's overall financial and operating strategy.

Through this approach, Cebu Pacific improves cost visibility, limits the impact of price volatility, and preserves its ability to offer competitive fares.



Aligning Capacity With Cost Optimization

In 2025, Cebu Pacific reviewed capacity deployment on selected domestic routes to ensure flying levels remained aligned with sustainable demand and target margins. The review identified sectors where supply was not consistently supported by demand.

In response, weekly seat capacity across these routes was reduced by 23% versus the prior operating baseline, prioritizing structural correction over volume growth. This recalibration strengthened unit economics through three mechanisms:

- Closer alignment between supply and demand supported improved load performance
- The removal of excess capacity reinforced pricing discipline
- Higher revenue quality per seat helped offset lower overall seat volume

By limiting structurally inefficient flying, Cebu Pacific reduces its exposure to cost and operational pressures associated with underfilled flights—including fuel burn, crew duty hours, airport and navigation charges, and maintenance cycles. Aircraft time was redeployed to sectors with stronger demand and (where needed) preserved to support operational reliability.

As aircraft are capital-intensive assets, disciplined capacity deployment supports return on invested capital and cash flow resilience. Capacity is expected to earn its cost of capital, with this initiative reflecting Cebu Pacific's cost leadership discipline. Capacity continues to grow where demand supports long-term returns, while adjustments are made where route economics require correction.

More efficient utilization also supports emissions intensity management, as higher load factors typically reduce CO₂ per passenger-kilometer. Through deliberate capacity management, Cebu Pacific reinforces its focus on capital efficiency, margin protection, and long-term enterprise value creation.



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Growing as Juan Family

Cebu Pacific’s investments into its social capital are centered around its workforce and passengers, creating strong relationships, trust, and shared norms. This allows it to have competitive and operational advantages in a highly complex and people-dependent industry.

Through its three core pillars (Safety and Security, Employee Engagement, and Customer Satisfaction) Cebu Pacific can pursue competitive positioning, operational excellence, customer experience, and long-term profitability. This directly translates to a higher standard of service, which its passengers can enjoy.

Capitals Covered

- Intellectual
- Human
- Social and Relationship

Guiding Principles

- Uncompromising Safety
- Talented and Diverse People
- Customer Satisfaction

Related Material Topics

- Product and Service Innovation
- Operational Resilience
- Business Continuity
- Crisis and Disruption Management
- Digitalization
- Safety, Quality & Security (SQS) and Occupational Health & Safety (OHS)
- People Development and Training
- Diversity, Equity and Inclusion
- Employee Well-being and Engagement
- Customer Experience and Satisfaction
- Customer and Data Privacy
- Cybersecurity

Goals

- Be a loved airline in the world**
- Increase employee engagement**
- Be recognized as a leading innovator in elevating the standards of aviation safety**

2025 Updates

- Customer Net Promoter Score: +35
- Employee Net Promoter Score: +30
- LinkedIn’s Best Employer Brand
- Recognized by Airline Ratings as one of the Top 20 safest low-cost airlines in the world for 2024
- Aviation accidents in 2025: Zero

Uncompromising Safety

Safety is one of Cebu Pacific's top priorities. It upholds the highest standards in flight and ground safety, quality assurance, and security protocols, while also ensuring the health, safety, and well-being of its customers, employees and contractors.

Cebu Pacific complies with the OHS Standards set by the DOLE - Bureau of Working Conditions and adheres to the rigorous standards of the IOSA program, an internationally recognized evaluation system designed to assess an airline's operational management and control systems.

The safety management reporting structure of Cebu Pacific is composed of three levels: Safety Action Group (SAG), Safety Review Committee (SRC), and ASRC. Each working group involves different levels of management and frontliners to promote transparency and open communication, enact safety initiatives, and instill a proactive safety culture within Cebu Pacific.



Cebu Pacific's Safety Management Initiatives

Cebu Pacific continues to follow a set of processes that can assess and hold it accountable for its progress or any potential lapses in its safety management. These processes include, but are not limited to:

- Monthly OHS Performance Report submission to the parent company, JGSHI
- A Wildlife Hazard Management Program to lower risks of bird strike incidents
- Conduct of Safety Walks (an initiative started in 2023) to facilitate proactive identification and mitigation of potential hazards on the ground
- Annual simulation of potential emergency responses to ensure the readiness of the Cebu Pacific Emergency Management Team (CEBEMT)
- Utilization of Intelex—a web and mobile-based platform—for reporting hazards, incidents, and accidents. Intelex allows the identification and analysis of trends, contributing to overall risk management.
- Implementation of a Fatigue Risk Management System (FRMS), a proactive hazard identification process to manage crew members' fatigue-related risks. The system analyzes crew schedules and known fatigue factors to preemptively mitigate these risks, reduce exposure, and enhance overall operational safety.

There were no changes in 2025 to Cebu Pacific's processes for hazard identification and mitigation and policies for reportable incidents and work-related injuries.

Creating A Safe Aviation Environment For All

3-3, 403-1

SQS throughout Cebu Pacific's services is ensured through programs that align with its goal of meeting the highest standards and by undergoing stringent internal and external audits.

To this end, Cebu Pacific implements a singular guiding SQS policy that ensures management's commitment in providing all necessary resources towards a safe workplace where communication of potential risks is encouraged.



Cebu Pacific's SMS is required by CAAP's State Safety Programme, which is derived from the Standards and Recommended Practices of the International Civil Aviation Organization (ICAO). Cebu Pacific adheres to the rigorous standards of the IOSA program, an internationally recognized evaluation system designed to assess an airline's operational management and control systems.

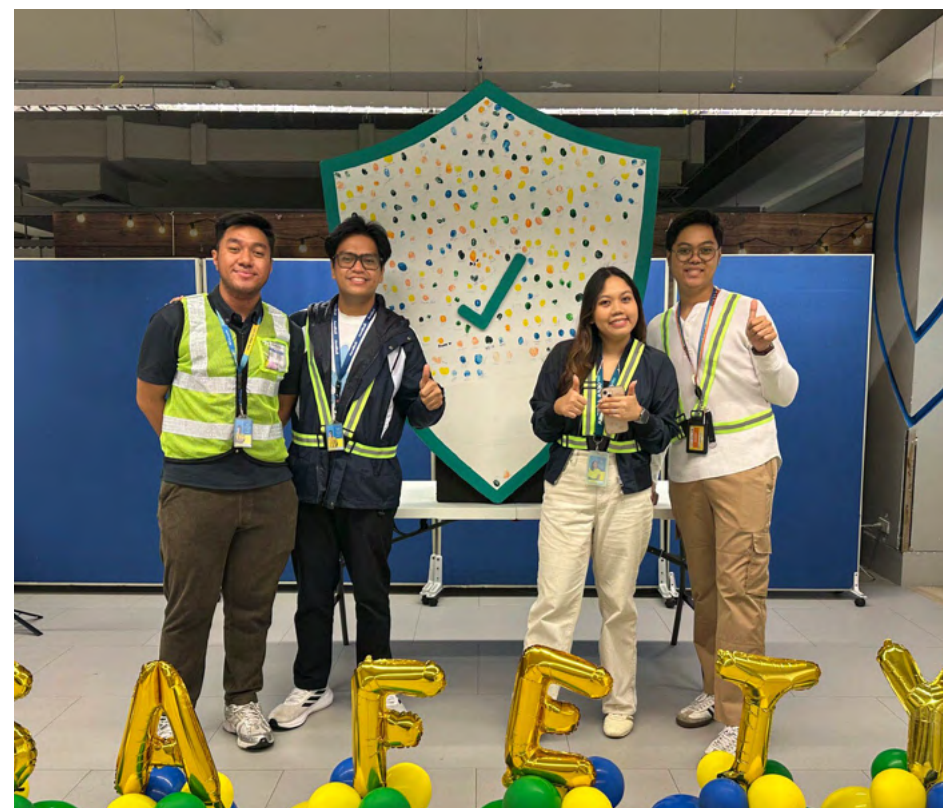
It renewed its IOSA registration from the IATA in 2025. This ensures that it continues to follow the global standard for airline safety and operational management. It also marks Cebu Pacific's first renewal under the more stringent Risk-Based IOSA, a data-driven approach introduced by the IATA to enhance the assessment of airline safety.

Cebu Pacific first earned its IOSA registration in 2018 and has consistently passed the biennial audit since, showing its commitment to comply with the highest industry standards possible for airline safety with its operations.

These strict protocols keep Cebu Pacific's operations compliant with regulatory standards. As such, it has maintained its record of zero governmental enforcement actions, such as civil penalties, consent orders, certificate suspensions, and certificate revocations, related to aviation safety.

Disclosures	2023	2024	2025
Total number of governmental enforcement actions of aviation safety regulations	0	0	0

Disclosures	2023	2024	2025
Passenger fatalities	0	0	0
Aviation accidents	0	0	0



Aligning With Globally Recognized Standards For Safety

Adopting internationally-recognized safety standards is one of the key foundations for Cebu Pacific's safety strategy. By aligning itself with industry benchmarks, it is better-equipped to assess its safety performance and make significant improvements in its processes.

With the goal of benchmarking its safety performance indicators with regional operators and industry average, Cebu Pacific's reporting system was configured to incorporate IATA's incident taxonomy.

Through these configurations, Intelx, Cebu Pacific's Safety and IT-Data Specialists, were able to create a solution to participate in a data-sharing program with IATA for safety incidents. These safety reports will be submitted to the IATA Global Aviation Data Management (GADM) portal.

With access to Incident Data eXchange (IDX) dashboards, Cebu Pacific is now able to better benchmark on major domains (Flight Operations, Cabin Services, Engineering, Ground Operations) and key issues like Bird Strikes and Dangerous Goods.

Through the IDX program, Cebu Pacific can better view global and regional safety/security trends, and use safety performance indicators (SPIs) to set targets and measure improvements. IDX helps it identify emerging risks, improve safety strategies, and set performance targets, all based on real, collective incident data across different airlines and different contexts.

Cebu Pacific's internal benchmarking showed its areas of strength (for example, the ratio of work-related injuries amongst flying crew is less than the global average) while providing insight on areas of improvement and proactive risk management.

Bird strike risks at Cebu Pacific are under the jurisdiction of its Wildlife Hazard Management Program. This program ensures that Cebu Pacific has a comprehensive bird strike incident mitigation strategy across all its hubs, and closely works with airport and aviation personnel to reduce bird strike risks.

Cebu Pacific values the safety of its passengers, and plans to explore and test new technological advancements to enhance the Wildlife Hazard Management Program in high-risks stations. In doing so and by ensuring that partnerships with airport authorities, staff, and LGUs are sustained, Cebu Pacific continues to uphold its commitment to safer skies for everyone.

Aviation Safety Initiatives

Cebu Pacific also implements other initiatives to proactively identify and reduce risks across flight operations, maintenance, and ground handling. These initiatives help prevent accidents, minimize human and technical errors, and ensure compliance with aviation regulations. They also protect passengers and crew, reduce operational disruptions and costs, and maintain public confidence in air travel.

For example, the FRMS is a continuous initiative launched in 2017 and 2019 for the A330 and A320 fleets. It has been a constant initiative within Cebu Pacific to ensure the flight crew's health and overall flight safety, and is one of Cebu Pacific's best approaches to ensuring its flight crew can attend to their duties without sacrificing their welfare, performance, or work quality. Cebu Pacific also follows Department of Labor & Employment (DOLE) guidelines, allowing flexible and compressed workweek arrangements, with overtime paid for work beyond eight hours per day.

Across its areas of operation, Cebu Pacific designates trained first aid responders and safety officers within its offices to provide immediate assistance to employees. For passengers, cabin crew are responsible for delivering first aid and immediate attention as needed during flights.



Technology For Flight Safety

416-2

Cebu Pacific’s fleet continues to utilize various technologies and developed procedures that reduce risks associated with busier airports or shorter runways. These include the following:

- **On-board Runway Overrun Warning/Runway Overrun Prevention System (ROW/ROPS):** is an advanced technology onboard the Airbus fleet designed to support safe landing operations. By continuously assessing aircraft performance, runway length, and environmental conditions, ROW/ROPS enhances decision making during approach and landing. This also provides an additional layer of safety, particularly at airports with shorter runways or during variable weather conditions.
- **Area Navigation (RNAV):** enhances flight safety by enabling aircraft to follow precise and consistent flight paths, even in challenging terrain or weather conditions.
- **Ground Proximity Warning System (GPWS):** provides timely alerts to pilots if the aircraft is approaching terrain or obstacles too rapidly. This early warning capability significantly enhances situational awareness and flight safety.
- **Traffic Collision Avoidance System (TCAS):** continuously monitors nearby aircraft and provides real-time traffic advisories and resolution maneuver to pilots, reducing the risk of mid-air collisions by ensuring safe separation between aircraft.
- **Flight Data Monitoring (FDM):** a proactive safety management tool that continuously records and analyzes flight data to identify operational trends, deviation from standard procedures and potential risks.

Cebu Pacific is constantly adopting new technologies that allow it to conform to the highest safety standards, ensuring that it is compliant with the latest aviation regulations for safe operations.

Disclosures	2023	2024	2025
Incidents of non-compliance concerning the health and safety impacts of products and services	0	0	0

Wildlife Management

Wildlife management is crucial for Cebu Pacific because wildlife strikes (especially bird strikes) pose serious safety risks to aircraft during any phase of flight. These strikes can damage engines and critical aircraft structures, endanger passengers and crew, and in rare cases lead to accidents.

Effective wildlife management around airports also reduces flight delays, cancellations, and costly repairs, helping airlines maintain operational reliability. Additionally, it supports regulatory compliance and lowers insurance and maintenance costs, while helping protect surrounding biodiversity from harm.

Disclosures	2023	2024	2025
Number of airports assessed for birdstrikes	3	5	6



Data-Driven, Long-Term Wildlife Management

Cebu Pacific has recognized the need to venture beyond temporary solutions as it understands the adaptability of birds and other animals to anthropogenic activities and the risks this presents to its operations moving forward.

Through the cooperation between Cebu Pacific SQS, Cebu Pacific Corp. Affairs, DENR, LGUs, CAAP, and PAF, Cebu Pacific was able to reduce and control bird strike risks at stations identified as high-risk due to frequent or damaging incidents.

Quarterly on-site visits by Cebu Pacific Safety team at Zamboanga (ZAM) and Daraga (DRP) stations, weekly surveillance and wildlife dispersal conducted by station representatives, and engagement with LGUs and other stakeholders (including relevant authorities) resulted in a reduction in bird strike incidents at both DRP and ZAM during the first half of 2025. Additionally, no significant bird strikes were recorded at either station.



To further fortify Cebu Pacific’s efforts in preventing bird strike incidents, the wildlife hazard management team has been looking into sustainable concepts and partnerships that could deliver sustainable solutions. One of these efforts in particular is testing new means of dispersal that can be applied in the country’s aerodromes. These approaches are anchored in timely and relevant scientific research that aims to sustainably address wildlife presence in airports whilst considering their welfare.

Further, Cebu Pacific has been investing in improving its personnel capacity by enrolling employees in training for wildlife monitoring and management. This was made possible through its partnerships and engagements with national and international groups that catered into providing specialized training for wildlife handling.

In November 2025, the Biodiversity Consultancy—in collaboration with DENR-Biodiversity Management Bureau and the Ocean Energy Pathways—invited Cebu Pacific’s wildlife team to train for migratory shorebird tagging. This engagement introduced scientific concepts used in migratory shorebird surveys (usually used for offshore windfarms) which the team can adapt into the field of aviation.

By pursuing these activities, Cebu Pacific ensures the safety of its passengers as it moves forward with its fleet and network expansions.



Security

410-1

The security of Cebu Pacific’s passengers, equipment, and staff are also essential to promote a safe aviation environment. A robust security policy allows Cebu Pacific to comfortably proceed with its operations on a day-to-day basis, while still possessing the capabilities to respond efficiently to security threats and risks when they arise.

Cebu Pacific’s security personnel are vital to its risk management and operational resilience. They safeguard critical assets (passengers, aircraft, and infrastructure) by preventing security breaches that could cause severe financial, legal, and reputational damage. Strong security capability supports regulatory compliance, ensures continuity of operations, and protects brand trust, positioning Cebu Pacific as a safe and reliable carrier in a highly competitive and security-sensitive industry.

In 2025, mandatory training on Anti-Sexual Harassment and the Safe Spaces Act was introduced for both organic and third party security personnel. These are required before deployment across Cebu Pacific’s Security Operations, better equipping security personnel to protect these human rights in their day-to-day work and when responding to incidents.

Following this newly introduced policy, Cebu Pacific aims for 100% completion for training security personnel on its human rights policies and procedures, and continues to work towards this goal.

It has also strengthened its bomb threat management procedures to ensure coordinated response, and minimal operational disruption. This includes conducting Bomb Threat Management workshops, strengthening close coordination with the PNP across all Cebu Pacific domestic stations, and enhancing various operational communication channels.

This initiative has resulted in significant improvements, including reduced flight disruptions, clearly defined communication channels, strengthened public awareness, established guidelines for access pass issuance during emergencies, and reinforced legal measures for handling offenders.



Disclosures	2025
Percentage of security personnel who received formal training in Cebu Pacific’s human rights policies and procedures	69%
Number of security personnel who received formal training in Cebu Pacific’s human rights policies and procedures	1,113
Total number of security personnel, including both employees and third-party providers	1,608

Within a long-term safety management plan, airline security personnel play a strategic role in sustaining risk prevention, operational continuity, and organizational resilience. They serve as the frontline defense against evolving security threats, providing continuous monitoring, intelligence gathering, and rapid response capabilities that reduce the likelihood and impact of any security incidents.

Cebu Pacific’s security also integrates into SMSs that enable data-driven risk assessment, regulatory compliance, and continuous improvement. Over time, well-trained security personnel help support its strategic objective of safe, reliable, and sustainable operations.

Occupational Health and Safety (OHS) Policy and Management System

403-1, 403-7, 403-8

Cebu Pacific is committed to maintaining a safe and healthy workplace in compliance with OHS standards. In line with its strong safety culture, it also places importance in workplace safety. Its primary goal is to achieve and maintain zero work-related accidents by continuously promoting a safe environment for employees, enforcing compliance with OHS standards, and implementing preventive measures to eliminate hazards at work.

An implemented OHS program for Cebu Pacific is as required by DOLE under Republic Act No. 11058. Regular reporting of OHS metrics are submitted to DOLE. All Cebu Pacific employees, flight and ground operations, offices, and aircraft are covered by the SMS, while service providers are required to have their own independent SMS policies and program as part of their acceptance.

The OHS management program is maintained with an active OHS core group composed of members from Cebu Pacific’s People, Admin Services & Facilities, Safety, and Security and Network Control and OPS Support departments.





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Tracking Safety Performance

Driven by the corporate safety targets, each operational department has developed their own safety performance metrics and indicators that are tracked throughout the year to proactively and reactively manage risks in all areas of operations. Examples of these are metrics on crew injuries, ground incidents, aircraft technical issues, and high-level flight events.

Cebu Pacific specifically targets a 10% reduction in work-related injuries (based on the average from the previous three years), or no more than 8.17—or 0.28 for serious injuries—per 1000 employees. Likewise, Cebu Pacific also targets a 10% reduction for-flight and ground-related incidents, with a 100% on time closure of immediate action for any high or extremely high risk safety reports or issues.

Disclosures	2023	2024	2025
Safe man-hours (million)	8.0	8.7	9.2

Updates on OHS are reported on a monthly basis in a structured meeting with the Safety department and the management-level ASRC. These committees review the safety reporting rates, incident rates, ongoing action plans, and evaluate the effectiveness of the actions taken. As mentioned above, OHS Performance Reports are also submitted to the parent company, JGSHI, every month.



Hazard Identification, Risk Assessment, and Incident Investigation

403-2

Cebu Pacific uses predictive, proactive, and reactive approaches to hazard identification. This includes digital hazard and incident reporting, investigation, flight data monitoring, internal and external audits, inspections, and change management activities.

All employees are provided access to its central safety reporting system, accessible through web or mobile, to report any work-related hazards or incidents. Cebu Pacific’s documented “Just Culture” Policy ensures that they are guaranteed immunity when reporting, except only if gross negligence and willful violation of procedures was done.

While confidential details are always withheld from endorsed reports, a Confidential Report may also be submitted directly to the Vice President of SQS, who personally handles or delegates the resolution of an issue and provides another layer of protection.

Incident investigations may be carried out internally by the department concerned or by an assigned investigator from Safety. Work-related incidents are investigated with an approach that seeks to understand the organizational factors, first and foremost, that have contributed to an incident. At that point, the appropriate level of control is applied depending on the practicality of implementation and its level of effectiveness. A post-investigation audit and surveillance is carried out to ensure that the application of measures is implemented as designed.

Furthermore, any work situations deemed too dangerous to work in are escalated to the Safety department through the safety reporting system. This report is then coursed through the People department for proper resolution. Just Culture Policy also applies to anyone who refuses to work in an environment where no adequate protection is provided to ensure their safety and well-being.

Employee reports and the results of quality and safety audits, inspections, and incident investigations are analyzed to identify the root cause and determine the appropriate corrective actions to discuss with stakeholders and concerned departments for implementation and manage associated risk. The QA division validates the effectiveness of these actions and reports it to the Accountable Manager.

Taking a risk-based approach on safety reports provides a better framework for management. Hence, residual risk is measured as part of Cebu Pacific’s corporate targets to monitor how all departments across all areas of operations are mitigating risk. Based on trends and the recurrence rate of identical safety issues that are reviewed monthly, the department and management is able to identify actions to address issues sustainably, if not immediately.

Safety Culture and Training

403-5

An employee survey on safety reporting and culture was initiated to identify causes of lag in reporting and potential areas of improvement. This elevates an environment of trust and helps Cebu Pacific ensure that employee concerns about safety are continuously addressed.

Using insights from 273 respondents, the survey results showed that on average, most employees provided positive ratings to Cebu Pacific’s safety promotion efforts, including the reach and relevance of these initiatives. Most employees also reported having a good experience with and a clear understanding of their role within its safety management system. However, one point of improvement that was uncovered by the survey was that safety reporting speed can still be enhanced.

Safety Training

Cebu Pacific pursues a consistent safety culture in its operations, including regular safety training sessions. Proper training reduces human error—often the leading cause of aviation incidents—while promoting compliance with strict aviation regulations. It also protects passengers, crew, and aircraft, enhances operational reliability, and strengthens public trust in Cebu Pacific’s safety standards.

Orientations and training required by the personnel within the Safety department are documented, monitored for completion, and reviewed periodically to ensure it addresses any changes in needs to support their function.

Meanwhile, the use of computer-based training has aided Cebu Pacific in deploying mandatory safety training to employees, with face-to-face orientations still conducted for newly onboarded employees. The Safety department actively monitors these training records. Other activities to promote safety are done all-year long to maintain employee engagement.

The Cabin Services Team conducts a quarterly virtual Safety Cascade for cabin crews as well, focusing on key performance indicators (KPIs) on workplace safety, safety reports, and current safety issues. These courses aim to expand the knowledge of employees on hazard reporting processes, and Cebu Pacific’s broader SMS framework.

Cebu Pacific also issues bulletins and publications, including quarterly safety digests, covering health issues, accident lessons, and leading industry best practices to enhance safety awareness.

Disclosures	2023	2024	2025
Number of safety drills	2	3	2



Advancing Safety Excellence at Cebu Pacific

While safety strategy and guidance is passed from management, it is Cebu Pacific’s employees that actualize strategic decisions about keeping passengers safe. As Cebu Pacific celebrates 30 years of operations, it also continues to pursue various avenues to ensure that safety remains embedded into how its employees fulfill their duties.

Cebu Pacific held a one-day Inaugural Safety Workshop to usher closer collaboration among primary stakeholders and supporting entities by discussing identified key issues in Philippine aviation history today; such as bird strikes, Dangerous Goods handling, airspace management, and airport infrastructure.

Held in July 2025, the workshop included the CAAP, representatives from other airlines, airport authorities, LGUs, and ground handlers. The activities included presentations from experts accompanied by panel discussions, breakout sessions to discuss plans to achieve immediate short-term goals, an avian and aircraft parts exhibit, and a recognition program for airports with outstanding initiatives.

This workshop aimed to generate action plans from stakeholders to drive achievable but effective results to minimize operational impact brought about by aforementioned safety risks.

The event encouraged active participation from the audience, allowing transparent and free-flowing discussion and information exchange. Through discussion, networking, and discourse, Cebu Pacific was able to make the workshop become an avenue to raise challenges at the local level that require support from state authorities.

It also celebrated its annual Safety Week with employees and service providers in November 2025, celebrating Cebu Pacific’s commitment to overall safety culture, collaboration between different departments, and the shared push towards making the skies safer for all.

The celebrations also included recognizing employees and departments that have made significant contributions towards Cebu Pacific’s safety culture. Recognitions like these encourage other employees to learn from the work of their fellow Moment Makers, and may even empower them to follow in their footsteps—further bolstering Cebu Pacific’s efforts and commitment to safer, more accessible skies for all.



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Occupational Health and Safety (OHS) Services and Programs

403-3, 403-4, 403-6

Cebu Pacific ensures the quality of its OHS services by maintaining a well-equipped clinic staffed with qualified medical professionals who provide reliable and timely care. The clinic offers dental services, regular vaccinations, and free medical consultations with partnered physicians from companies like Maxicare to promote overall employee well-being.

These services are readily accessible to all employees. With these approaches, Cebu Pacific ensures that health concerns are addressed promptly and preventive care is encouraged, supporting a safe and healthy workplace.

celebu pacific
Let's fly every Juan

Celebrate Mental Health Month with CEB Cares!

Take a moment for your mental health! You are invited to join our special activities that celebrate self-care, mindfulness, and connection. Together, let's make mental well-being part of how we care for ourselves, our colleagues, and every Juan.

Drop by these booths and connect with our community!

- Emotions Wall**
Share how you're feeling and see how others feel too. Every emotion matters, and you're never alone!
- Photobooth**
Strike a pose, smile, and take home a fun keepsake with your fellow Moment Makers.
- Calligraphy**
Slow down, get creative, and write uplifting words or affirmations to brighten your day.
- CEB Cares Sign-Up**
Explore well-being programs, mental health initiatives, and volunteer opportunities. Join a community that cares.

Join us on **October 22, 2025**
9AM-5PM • AOC Lobby

Juan CEB Community

Pause, breathe, and reconnect. Register now for a **rejuvenating yoga session** designed to release stress, restore balance, and help you approach the rest of the year with calm and clarity.

In addition to these facilities, the conduct of annual physical examination (APE) and random alcohol and drug testing helps identify and eliminate health-related hazards in flight operations. Regular APE ensures employees are medically fit for duty and detect conditions that could affect safety. Finally, random alcohol and drug testing prevents and deters substance use that may impair performance, helping maintain a safe, healthy, and compliant workplace.

The tests are conducted on all personnel across the Cebu, Clark, Iloilo, and NAIA Terminal 2 and 3 hubs. This program demonstrates Cebu Pacific's ongoing vigilance through unannounced, periodic testing that sustains operational safety beyond one-time compliance.

The test's primary goals are to:

- 1 Safeguard the safety and well-being of passengers, crew members, and the public by preventing the risks associated with substance use and impairment in safety-sensitive roles
- 2 Promote a culture of accountability and compliance with both company policies and applicable civil aviation regulations on substance use
- 3 Ensure the physical and mental fitness of flight and cabin crew in the performance of their duties

The testing reinforces Cebu Pacific's zero-tolerance stance on substance use and strengthens the overall safety culture within flight operations. It also serves as a proactive measure to prevent potential safety incidents or reputational risks arising from substance-related impairment.

Cebu Pacific also offers other health programs and services aside from those that evaluate its employee's physical well-being: it also has initiatives like CEB CARES (Compassion, Affirmation, Respect, and Empathy) and Juan Community to support mental health.

Through CEB CARES, Cebu Pacific brings free mental health consultations to all employees. Designed as a safety and well-being program for its employees and flight crew, the CEB CARES program also directly reinforces customer safety through a healthy and fit workforce.

More information about these programs can be found in the [Employee Well-being](#) section of this report.

Worker Participation

Cebu Pacific Cabin Crew employees are unionized, with appointed managers regularly meeting with union representatives to discuss various concerns, including occupational health and safety matters. These meetings are done on a monthly basis with Cebu Pacific's SAG, as this is done across different departments between line managers and frontline workers.

Disclosures	2023	2024	2025
Percentage of all employees and contractors who are covered by an OHS Management System	100%	100%	100%

Health-related Data Privacy

Cebu Pacific maintains the confidentiality of workers' personal health-related information by strictly adhering to data privacy and medical confidentiality policies. This upholds fairness, non-discrimination, and compliance with the Data Privacy Act of 2012, ensuring that all employees are treated equally regardless of their health status or participation in OHS programs.

Employees' personal health-related information and participation in any health services are not used to grant or deny any form of favorable treatment. Since such information is accessible only to authorized medical personnel and cannot influence employment decisions, promotions, or work assignments.

Results of the APE are released only to the concerned employee and are not shared with anyone else without consent. Likewise, results of random alcohol and drug testing are kept strictly confidential and disclosed only with proper authorization, in compliance with the Data Privacy Act of 2012 and relevant company policies.



Talented and Diverse People

Diversity strengthens Cebu Pacific’s workforce by broadening the talent pool and bringing together varied skills, perspectives, and experiences. This inclusivity improves problem-solving, decision-making, and innovation in complex operational environments. A diverse workforce also enhances employee engagement by fostering a culture of fairness, belonging, and respect, which can boost morale, collaboration, and retention while better reflecting Cebu Pacific’s global customer base.

In 2025, Cebu Pacific’s workforce totaled 4,937 people, 96% of whom are Filipinos, while the remaining 4% are composed of different nationalities from 31 other countries. Cebu Pacific offers competitive compensation and benefits to support its human capital and creates career progression opportunities.

Cebu Pacific also emphasizes the implementation of meaningful training and development programs as well as the development of new digital tools that make tasks more manageable. It also adopts policies to ensure a market-competitive remuneration package tailored to match the skills and competencies of employees and potential candidates. This includes conducting job laddering, salary structure reviews, and long-term incentive plans to consistently attract external talents, especially those with specialized skills.

Total number of employees

2023	2024	2025
4,374	4,683	4,937

Human Capital Return on Investment (ROI)

Cebu Pacific’s human capital powers its operations by providing the skills, judgment, and coordination needed to run complex, safety-critical systems.

Pilots, engineers, cabin crew, ground staff, and managers translate technology, procedures, and strategy into reliable daily performance.



Well-trained and motivated employees enhance safety, efficiency, service quality, and adaptability, making human capital a core driver of operational excellence and long-term competitiveness.

Cebu Pacific evaluates its overall human capital ROI through a metric measuring the return of its investments in its human resource initiatives:

Revenue – (Operating expenses – Employee-related expenses)

Employee-related expenses

2023	2024	2025
1.99	1.92	1.98

Human capital ROI is realized when spending on training, safety, and employee engagement translates into safer operations, higher productivity, and better customer experience. Skilled and motivated employees reduce errors, delays, and turnover while improving reliability and service quality. Over time, these gains lower operating costs, protect Cebu Pacific’s brand, and strengthen long-term profitability and competitive advantage.

Employee Development and Support 3-3

As Cebu Pacific expands its fleet and network, investing in people development and training becomes essential to support increased operational complexity. Skilled personnel are needed to safely operate new aircraft, manage additional routes, and maintain high service standards across a broader network.

Furthermore, training ensures staff can adapt to new technologies, regulatory requirements, and operational demands, reducing risks, improving efficiency, and sustaining safety and customer satisfaction as Cebu Pacific grows.

Recruitment and Demographics 401-1, 2-4

Cebu Pacific’s business model requires internal hiring to build a resilient talent pipeline that ensures critical roles are consistently filled by skilled, experienced employees. By identifying and developing high-potential staff through mentorship, cross-functional rotations, and targeted training, it preserves institutional knowledge, strengthens workforce loyalty, and maintains operational stability.

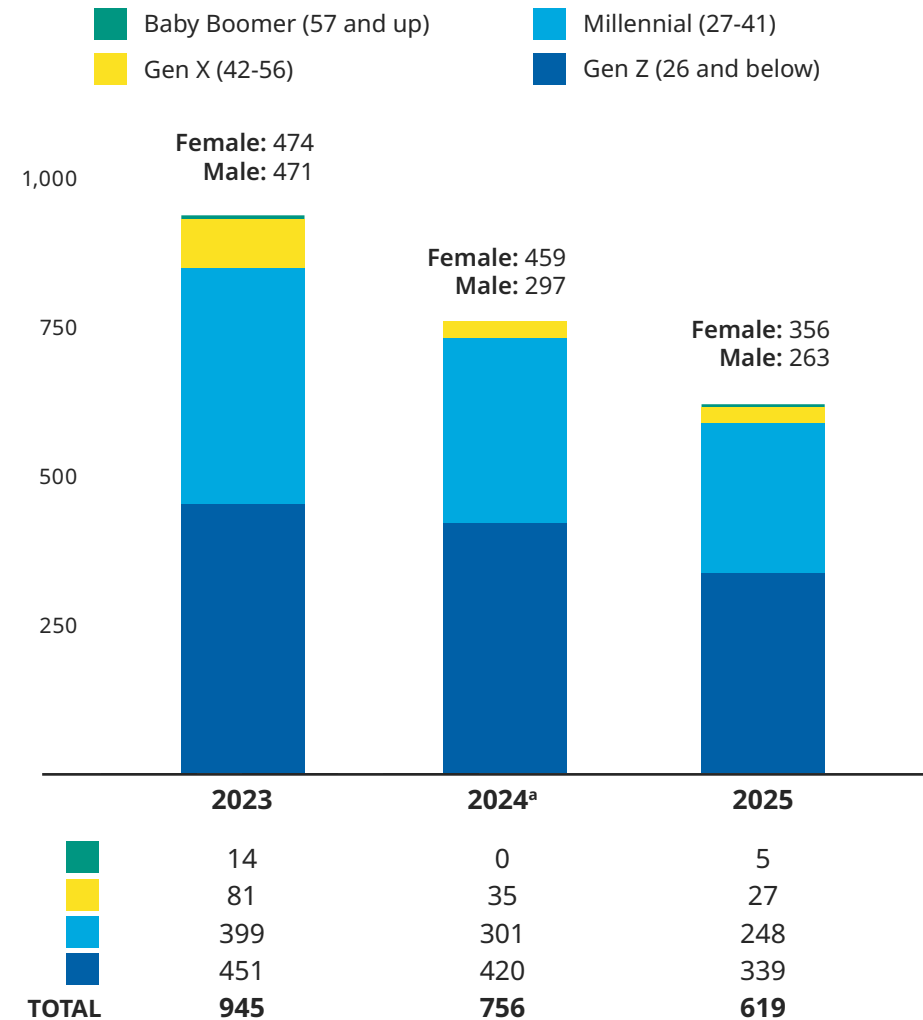
Percentage of open positions filled by internal candidates (internal hires)

2023	2024	2025
8%	21%	20%

With the Talent Management and Movements dashboard, Cebu Pacific is able to monitor, analyze, and strengthen internal mobility across the organization by tracking employee movements—such as promotions, transfers, and replacements—to ensure that talent deployment supports business needs and employee growth opportunities.

- 215 employee movements recorded as of December 2025, reflecting strong internal mobility and career progression
- 97% completion rate for movements (209 completed/promoted) with minimal failed or cancelled transactions
- Most movements are driven by in-role progression (74%) and business needs (26%), underscoring a balance between employee growth and operational requirements
- Gender distribution nearly equal (51% female, 49% male), indicating equitable career movement opportunities
- Majority of moved employees have 2–10 years tenure, reflecting an engaged and developing talent base

New Employee Hires



^a Data for 2024 has been restated due to the exclusion of 13 internal transfers from the total count of new hires.

Disclosure	2023	2024 ^a	2025
Employee Turnover	478	442	371
By Gender			
Female	284	237	218
Male	194	205	153
By Age			
Gen Z (26 and below)	121	83	95
Millennial (27-41)	319	294	230
Gen X (42-56)	26	54	29
Baby Boomer (57 and up)	12	11	17
By Type			
Voluntary	317	329	292
Involuntary	161	113	79
Turnover Rate (Voluntary)	7.77%	7.27%	6.18%

^a Data for 2024 has been restated due to the exclusion of 44 internal transfers from the total count of employee turnover.



Home Is New Heights For Overseas Filipino Workers

OFWs are a familiar sight in Cebu Pacific's operations. In its 30 years, it has served many Filipinos looking to support their loved ones while abroad, enabling their work and their reunions.

In recognition of their legacy, contributions to the Philippine economy, and constant presence alongside Cebu Pacific, Cebu Pacific launched the Cebu Pacific's OFW Balikbayan Program, a wide spanning initiative aimed at supporting and engaging OFWs by making travel, career opportunities, and airport experiences more seamless and beneficial. In 2025, two initiatives under this program were launched.

In June 2025, Cebu Pacific launched the Juan Flight Closer to Home initiative to invite Filipino engineers working abroad to return home and pursue aviation careers with Cebu Pacific. The program offers skilled OFW professionals roles in aircraft engineering and related fields, along with relocation support, helping strengthen Cebu Pacific's technical workforce while recognizing the value of global Filipino talent.

By December 2025, this recruitment initiative had received a total of 153 unique OFW applications from all over the globe, with 11 applicants ultimately identified and who accepted offers from Cebu Pacific.

Cebu Pacific also partnered with the Department of Migrant Workers (DMW) and Aboitiz InfraCapital Cebu Airport Corporation to establish an OFW Processing Center at MCIA Terminal 2. This center streamlines processing of essential travel documents (like Overseas Employment Certificates and exit clearances) and provides a one-stop support hub for departing and returning OFWs, making their air travel experience smoother and more convenient.

This program reflects Cebu Pacific's commitment to the Filipino diaspora by addressing both practical travel needs and long-term career opportunities. By supporting OFWs at airports and welcoming them back into the aviation industry, Cebu Pacific strengthens community ties, helps address talent shortages, and enhances its social impact as a Filipino carrier.



Development and Training

3-3, 404-2, 404-3

Cebu Pacific ensures its workforce’s personal and professional growth on scalable, flexible, and personalized learning solutions. Data-driven tools track progress, identify skill gaps, and tailor programs to individual needs, enhancing learning effectiveness. Alongside hands-on training and consultation with management, Cebu Pacific has significantly invested towards using digital solutions to accelerate skill development, improve compliance, and ensure the workforce is prepared to meet evolving operational and safety demands.

In 2024, Cebu Pacific began implementing the IMinCEB in order to ensure talent readiness for career movement and a transparent promotional process. The policy is anchored on a skills-based approach to career mobility within the organization. This policy has seen several updates in 2025.

To ensure a more intentional approach in selecting employees for enrollment in the 2025 Accelerator Program, Cebu Pacific introduced guardrails to manage the volume of promotions within a given year. Setting a 7–10% threshold of the departments’ total headcount for in-role progression aims to balance career growth opportunities with organizational priorities and budget constraints.

Juan O’Clocks (or check-in sessions) were also held with department leaders to cascade the 10% guideline to them and ensure that these in-role promotions are budgeted in ANAPLAN. There are also in-depth discussions with the Management Committee on the profiles submitted for promotion prior to any presentations or organizational reviews.

Cebu Pacific’s HR will continue to align with the departments on the profiles and timing of the promotions. Internally, the involved departments will also need to prioritize the people queued for promotions through nominations, alongside ample justification on the employees’ performance that merit said promotion.

	2023	2024	2025
Percentage of employees receiving regular performance and career development reviews	100%	100%	100%

Continuous employee training is crucial for Cebu Pacific because it ensures staff remain up-to-date with evolving safety regulations, technologies, and operational procedures. Regular training enhances skills, reduces human error, and maintains high standards of safety, efficiency, and customer service. Talent management, combined with learning and development form a comprehensive knowledge base that helps employees upgrade their skills and transition to higher positions within Cebu Pacific.

Some of its programs for upgrading employee skills and transition assistance programs include:

- Flight Operations: AIMS and CLEAR systems training for new training admin staff
- Human Factor IATA Course (virtual) for Human Factor staff
- Airbus Instructor Pilot Course for Pilot Managers
- Self-development courses available for self-enrollment via HR (Excel training, finance/budgeting, etc.)
- Juan Leader Program to help identify and develop Cebu Pacific’s potential leaders
- Workforce Innovation and Navigation for Growth in the Skies (WINGS) Pilot Training Program to help pilots master core interpersonal skills while advancing in leadership and strategic management
- DEI Journey Training modules to raise awareness, build skills and embed inclusive behaviors across the organization
- LinkedIn Learning for improving specific key competencies and developmental areas

Cebu Pacific also launched initiatives such as Compass Day and sustained programs like CEB Way, Behavioral Standards Training, Public Communications Training, and Leaders as Coaches, training thousands of employees and reinforcing recognition to boost performance. By the end of 2025, these trainings supported 3,088 customer-facing employees, ensuring they have the skillset necessary to improve their interactions with passengers.



Where Dreams Take Flight: Cebu Pacific Cadet Program

After 30 years of operations, Cebu Pacific understands that setting a solid foundation is one of the most important factors that produce quality work. Its cadets are some of the best examples of this—beginning as trainees and growing into Moment Makers who help passengers reach their dream destinations.

The Cadet Pilot Program remains a key talent pipeline for Cebu Pacific, offering aspiring pilots a defined pathway from training to guaranteed airline employment while helping the carrier build a reliable, skilled pilot workforce to support its growth.

In 2025, Cebu Pacific continued recruiting and training multiple cadet batches, including launching its largest cohort yet, showcasing sustained momentum in developing homegrown pilot talent and supporting long-term operational needs. The Program itself relaunched in 2023 (Cadet 2.0), a structured 96-week training initiative run in partnership with Airworks Aviation Academy.

The cadet program links training directly to future employment with Cebu Pacific, giving graduates a well-defined start to their flying careers. Graduates earn a Commercial Pilot License (CPL) with Instrument Rating, flight hours (about 200), and type ratings on Airbus A320 or ATR 72-600 aircraft—preparing them for airline operations.

Cadets are trained specifically on Cebu Pacific’s aircraft types, procedures, and safety protocols (A320, ATR, and soon A330neo). This ensures consistent quality, safety, and operational readiness compared to hiring pilots trained elsewhere.

By the end of 2025, 20 cadets (from Batch 1) successfully completed their training, with Cebu Pacific anticipating more applicants to the Cadet Pilot Program in the coming years. Cadets embody Cebu Pacific’s commitment to having the “best of the best” pilot its aircraft, in the pursuit of operational excellence—a commitment to making the skies accessible to every Juan.

Training and Development

2-4, 404-1

Disclosure	2023	2024 ^a	2025
Total training hours	266,199	361,806	339,823
Average training hours	60.9	77.3	68.8
By Gender			
Female	63.7	92.9	80.5
Male	57.7	58.9	55.2
By Employee Category			
Executives / Senior Management	56	3.0	7.8
Managers and Supervisors	6	2.8	6.1
Rank and File	7	0.8	11.1
Pilots	57.7	63.9	55.2
Cabin Crew	98.1	137.9	120.6

^aThe training data for 2023 and 2024 have been restated. The scope now includes training for pilots and cabin crew. In addition, the new averages are the result of dividing total training hours by headcount, while the previous formula divided total training hours by the number of unique learners. This new formula aligns with the approach of JGSHI in reporting training data.

Reported training data covers CEB U and external classes (both foreign and local), as well as Flight Deck Crew (FDC) and Cabin Crew (CC) classes. Classes under CEB U include general education, while external classes are functional programs specific for each department. The scope of FDC and CC training includes ground operations, simulations, flight training, and both regulatory and nonregulatory topics. For 2025, the decrease in average training hours compared to the previous year can be attributed to fewer FDC and CC training hours (307,515 in 2025 from 350,324 in 2024), alongside higher headcounts.

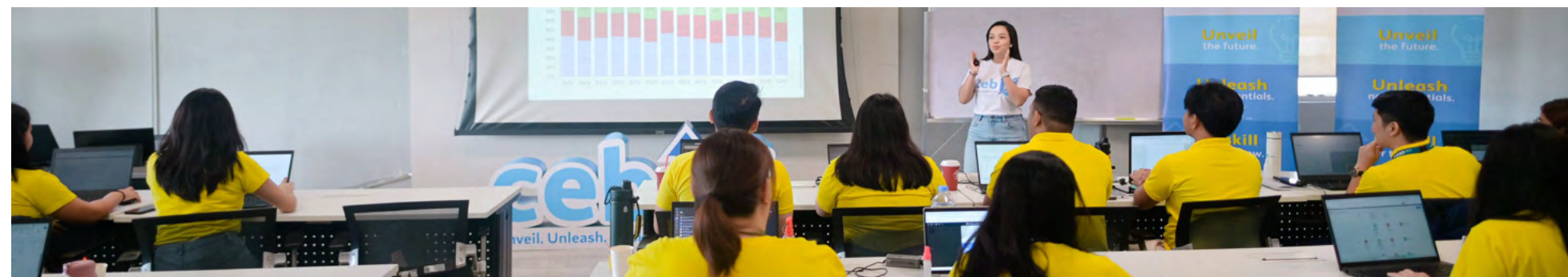
Disclosure	2023	2024	2025
Investment for training and development^a	PHP 19.3 million	PHP 33.2 million	PHP 30.3 million

^aThis metric is now reported based on actual budget spent for training from all departments. Previously, only those under the Human Resources Department were included. The data for 2023 and 2024 have been restated.

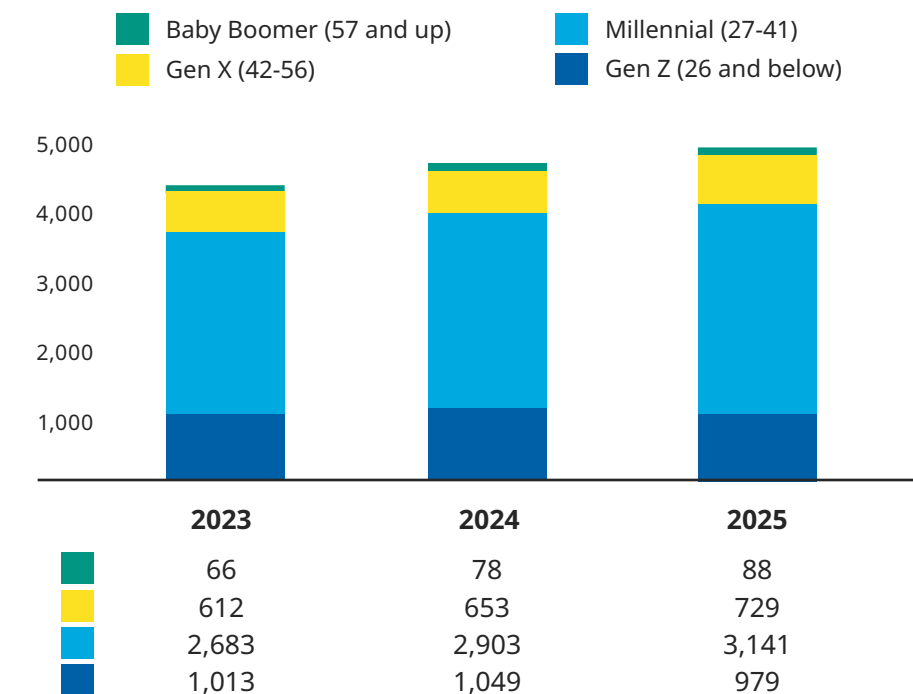
Inclusive Crew Culture, Hiring, and Advancement

2-7, 2-8, 3-3, 405-1

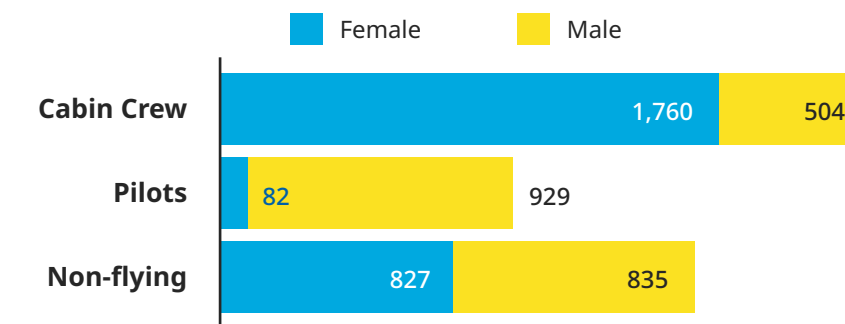
Cebu Pacific champions DEI to fulfill its organizational mission. It fosters a diverse and inclusive workplace that values equal opportunity, fair treatment, and representation across all employee groups. Just as it strives to create memorable moments for passengers through affordable flights, it guarantees equality and fair opportunities for employees through a respectful, non-discriminatory workplace, as outlined in its D&I Policy.



Employee Diversity by Age



Employee Diversity by Gender Across Employee Subgroups (2025)

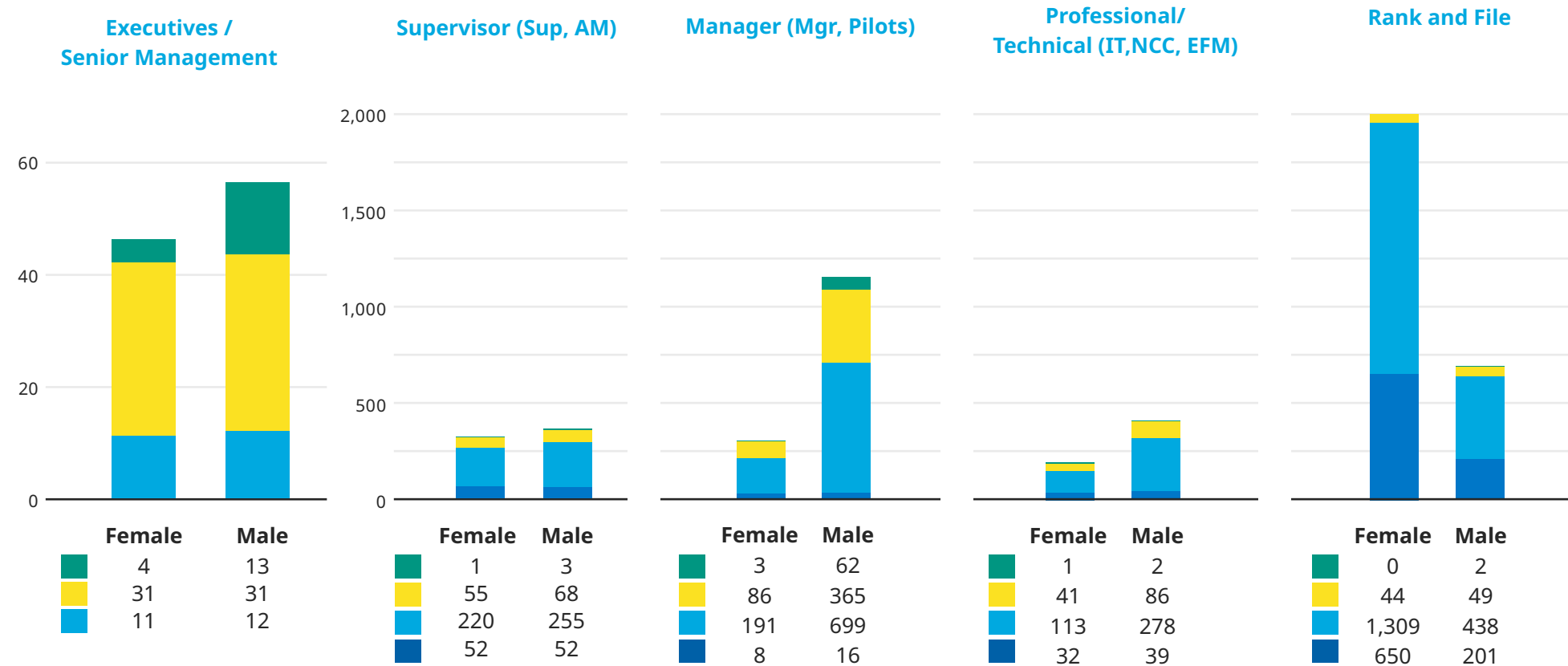


Number of Employees by Contract Type

	Cabin Crew	Pilots	Non-flying
Regular	3,897	4,099	4,585
Consultant, Full-time Equivalent (FTE), and Project-Based	38	29	41
Probationary	439	555	311

Employee Diversity by Age Across Different Management Levels (2025)

■ Baby Boomer (57 and up)
 ■ Gen X (42-56)
 ■ Millennial (27-41)
 ■ Gen Z (26 and below)



Creating a Safe Space for Everyone 406-1

Cebu Pacific actively develops safe spaces for all its employees, formalized by an Anti-Harassment Safe Space policy. It ensures incidents of discrimination, bullying, or bias are handled properly, with clear escalation channels and confidential reporting. Furthermore, Cebu Pacific engages with partners such as the PBCWE, the Philippine Business and Disability Network (PBDN), Philippine Financial & Inter-Industry Pride (PFIP), and The Vanguard Academy (TVA) for benchmarking and assessment to ensure continuous improvement in its policies.

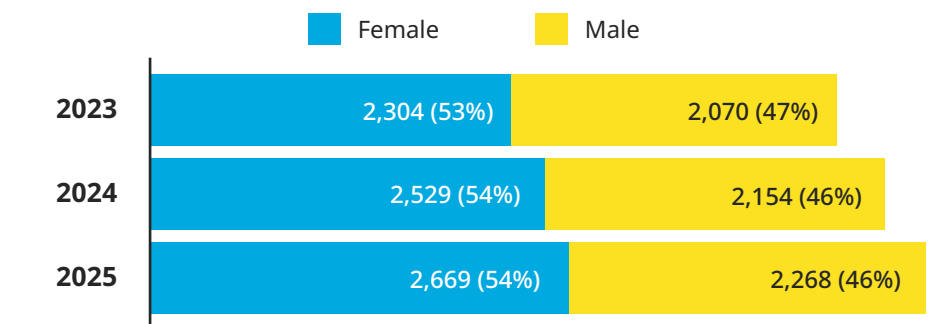
Total number of incidents of discrimination

2023	2024	2025
0	0	0

Cebu Pacific respects and celebrates gender identity and expression. It understands that fostering an inclusive and respectful workplace where all employees feel valued and safe enables them to fulfill their duties effectively. This inclusive approach fosters a sense of belonging that creates a more collaborative environment that supports long-term retention, innovation, and closer teamwork across different departments.

Cebu Pacific works closely with its employees to accommodate their needs for D&I. Celebrations like Women's Day, Solo Parents' Day, and Pride Month celebrate the differences that make it work better, while the continuation of Employee Resource Groups (ERGs) like Rainbow Routes, Sky Parents, and EmpowHER demonstrate a commitment to diversity, equality, and social responsibility.

Employee Diversity by Gender





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Cebu Pacific has also offered more opportunities for DEI in 2025, including: a self-ID survey (declaration of preferred gender); introduced neurodiverse internship programs and inclusive hiring for transgender cabin crew; and an inclusive onboarding that accounts for diverse backgrounds, language needs, and accessibility requirements.

As a result of these efforts, D&I in Cebu Pacific continues to enrich and empower its operations. As of 2025, there is increased representation of women in leadership (41% of executive roles now held by women) and a broad, diverse workforce comprising 32 nationalities and 21 religious affiliations.

41%	of executive roles held by women
32	nationalities
21	religious affiliations

Women in Management Positions

Increasing women's representation in leadership positions brings diverse perspectives to decision-making, enhancing innovation, and improving problem-solving at strategic levels. It strengthens organizational culture, promotes gender equity, and boosts employee engagement and retention.

Cebu Pacific has taken deliberate steps to increase the representation of women in management, reinforcing its commitment to equal opportunity and merit-based leadership. It hopes that its example will set it as a role model to the rest of the industry, empowering women in aviation everywhere.



Disclosure	2023	2024	2025
Share of women in:			
Management Positions (including pilots)	20%	21%	22%
Management Positions (excluding pilots)	49%	50%	51%
Junior Management Positions (managers only, including pilots)	18%	20%	20%
Junior Management Positions (managers only, excluding pilots)	51%	52%	53%
Share of women in:			
Top Management Positions (directors up)	40%	41%	45%
Management Positions in Revenue-Generating Functions (Commercial, MCX, CSO)	64%	75%	75%
Science, Technology, Engineering, and Mathematics (STEM) Positions (Finance, EFM, Flight Ops, IT, NCC, Fuel, SQS)	27%	25%	24%

Employee Nationality Distribution

Along with its Philippine-based employees, Cebu Pacific also employs non-Filipino workers at various stations worldwide. As of 2025, there are 196 non-Filipino employees in Cebu Pacific from 31 countries. They have grown in direct proportion to Cebu Pacific's overall workforce, increasing over 5% from 2024.

	2023	2024	2025
Filipino	4,099	4,497	4,741
Non-Filipino	175	186	196

Top Foreign Nationalities Represented in Cebu Pacific's Workforce in 2025

Indian	34	Japanese	18
Korean	25	Hongkonger	13
Burmese	23	Other Nationalities	11
Chinese	20		





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Empowering Women for Flights of Service

While piloting has traditionally been male-dominated, Cebu Pacific is helping shift this narrative by increasing opportunities for women to join and fly its fleet. Beyond employees, the airline also empowers women to act in times of need, responding to crises that require immediate help.

Women in Aviation International – Philippines (WAI-PH) Launch Cebu Pacific hosted the official launch of WAI-PH on October 4, 2025, supported by EFM, the People Department, and the chapter’s founding officers. The launch introduced Girls in Aviation Day (GIAD), featuring hands-on workshops, career talks by female pilots, engineers, mechanics, and cabin crew, and aircraft tours to inspire young girls to explore aviation careers.

Founding members include women leaders from Cebu Pacific, its subsidiary Aplus, and Airlink Aviation College, with plans to expand across other airlines, MROs, and aviation institutions nationwide. The launch also marks a milestone for gender diversity and inclusion in Philippine aviation. WAI-PH joins the global network of over 20,000 members, providing mentorship, scholarships, and networking opportunities to encourage, empower, and educate women in aviation.



EmpowHER: Women in Action

In 2025, EmpowHER coordinated company-wide initiatives for employee engagement and external partnerships, anchored in International Women’s Month programs. These included the Pink Paper Plane Challenge (445 participants, +120% vs. 2023), Electrifying Recrafted Purpose fundraising, empowHER Talk (80 participants), and outreach to the DSWD Haven for Women.

EmpowHER also supported the WAI-PH launch and GIAD (85 participants), and the Typhoon “Tino” Charity Outreach in Liloan, mobilizing volunteers from Engineering, Fleet Management, Aplus, and 25 student engineers to distribute care packages to 168 families. These efforts earned international recognition with the 2025 Pink Paper Plane Award from the Institute for Women of Aviation Worldwide (iWOAW).

These efforts reaffirm Cebu Pacific’s commitment to empowering women and building a diverse, resilient, and forward-looking aviation industry.

Upholding People’s Health And Morale 3-3

Cebu Pacific understands that a healthy, motivated workforce directly impacts safety, service quality, and operational efficiency. Engaged employees are more productive, attentive, and committed, reducing the risk for errors and improving passenger experiences. Prioritizing well-being also reduces absenteeism and turnover, strengthens loyalty, and fosters a positive workplace culture, thereby supporting long-term performance.

Cebu Pacific promotes employee welfare through wellness programs, engagement activities like its Leaders Beyond Boardroom sessions and feedback mechanisms that nurture a motivated and resilient workforce. Cebu Pacific is committed to the holistic well-being of every employee, recognizing that employee health, safety, mental well-being, work-life balance, and inclusive engagement are fundamental to delivering safe and outstanding service.

Cebu Pacific pursues these initiatives across a wide range of activities that benefit its employees. Foremost among them is the JCC initiative, where 15 active employee-led groups co-own employee engagement with Cebu Pacific HR, including sports and fitness initiatives that promote physical activity and overall health. In 2025, JCC welcomed new groups (Sky Pickleball, Juan Dance Crew, and Tennis Club) and extended membership to 1Aviation, Aviation Partnership, and AirSWIFT.

JCC enables Cebu Pacific to make programs more sustainable through regular check-ins with leads and by offering design thinking and leadership workshops to enhance program management capabilities. It also oversees the opening of new clubs/groups and hosts the Annual JCC Fair to promote itself and encourage employee participation with diverse interests.



Cebu Pacific gives its employees accessible health benefits, including mental health support and on-site programs for basic diagnostic testing and preventive care. This includes 20 monthly slots for free mental health consultations and the use of transparent, two-way communication channels (Pulse survey, eNPS, Town Halls, and open-door policies) to help Cebu Pacific better identify and reduce the mental strain employees may experience.

In cases where employees get sick, Cebu Pacific implements a sickness monitoring strategy to determine if the premises need to be sanitized. A newly improved breastfeeding room is also now available at the CBL Clinic to better support nursing mothers. It also conducts Wellness Weekdays, a day set aside for various medical procedures like a vaccination drive, dental service, and wellness booths. This is all in addition to its expanded Clinic Services, ultimately promoting proactive health care for all employees.



Better Engagements With Top Management Through Leaders Beyond Boardroom (LBB)

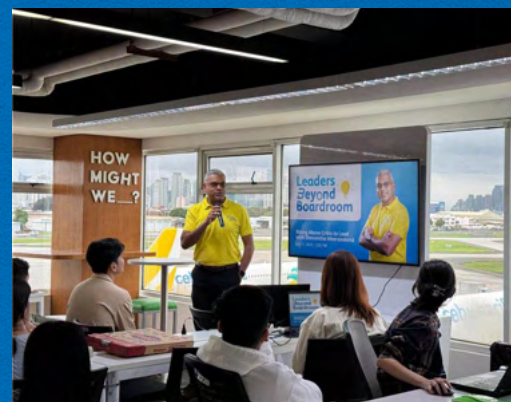
In a company as large as Cebu Pacific, it can be too easy for leaders to lose sight of what's happening on the ground. Likewise, employees can feel that leaders make decisions without thinking about their ramifications on the day-to-day work that they do. To prevent this from happening, Cebu Pacific has started the LBB initiative in 2025, ensuring that employees and leaders remain aligned as it continues to grow.

LBB sessions aim to foster open communication, break down hierarchical barriers, and enable employees to share their thoughts, and questions directly with Cebu Pacific leadership. Aside from alignment, this allows Cebu Pacific's Moment Makers—arguably the most well-known faces of Cebu Pacific—an avenue to learn the driving principles that govern its growth.

Cebu Pacific held three LBB sessions in 2025, each with a different leader. These leaders were invited to share their personal insights, experiences, and guides for how they navigate the challenges of their duties:

LBB 1 with Shevantha Weerasekera, VP of Engineering and Fleet Management (July 17)

A comprehensive discussion on the essentials of crisis management. It included sharing of his personal principles that allow him to navigate short- and long-term challenges, alongside practical tips on how to handle emergencies both serious and routine. Insights included how to communicate clearly during times of crisis, maintaining composure during stressful situations, and empowering others on the team.



LBB 2 with Trina Asuncion, VP for Controllershship, Financial Analytics, and Investor Relations (September 17)

An overview of Cebu Pacific's fiscal discipline, and how its benefits go beyond balancing spreadsheets. The session included various applications of budgeting—either at work or at home—with discussions of proven strategies such as SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) with capability-building for employees to make the right investments.



LBB 3 with Mac Isidro, VP for Corporate Strategy and Risk Officer (December 3)

A sharing session of how Cebu Pacific continues to pursue sustainability initiatives, even as it grows as an airline. It included insights on how it ensures that its operations are good for both itself and the country, as well as a discussion on the commitments Cebu Pacific makes in its position as a steward of local aviation.



These LBB sessions functioned as a conversation between the leadership of Cebu Pacific and the employees that make that vision into reality—translating into greater alignment across all hierarchies of the business. With further LBB sessions, Cebu Pacific hopes to promote closer working relationships between employees and leadership, ensuring that it continues a united push towards the skies of tomorrow.



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Measuring Engagement Effectiveness

Cebu Pacific is a service-oriented business, and its employees in customer-facing roles (like flight attendants, gate agents, or pilots) are crucial to creating the brand experience. If employees are happy, engaged, and proud of where they work, it's more likely that they will pass that energy onto Cebu Pacific's passengers, which improves the overall customer experience.

This is why it utilizes the eNPS system, a globally recognized approach which assesses employee satisfaction based on their likelihood of recommending Cebu Pacific as an employer. Its eNPS score has consistently been above average against other airlines in the region that report this metric, posting a result of +30 in 2025.

This is a favorable score, indicating a ratio of 30% more satisfied employees compared to dissatisfied employees. Overall satisfaction in wellness activities also showed a favorable score with a total of 3.93 out of 4. This shows that employees are generally satisfied with how Cebu Pacific engages them on a day-to-day basis.

Employee Net Promoter Score

2023	2024	2025
+38	+35	+30

Benefits Provided to Cebu Pacific Employees

401-2, 403-6

Cebu Pacific provides government-mandated as well as company-initiated benefits above the minimum standards fixed by law, such as subsidies and allowances, life and travel insurance, and free flight tickets to employees and their dependents. In addition, Cebu Pacific also provides the following benefits:

- PHP 200,000 to PHP 300,000 HMO coverage
- Expanded eligibility criteria of dependents and maximum benefit limit in HMO coverage
- Expanded onsite clinic size and services (phlebotomy, electrocardiography [ECG], urinalysis, X-ray, ultrasound, and dental services through Juanderful Smile)

- Emergency leave, which covers family members' emergencies
- Free-of-charge flights

Employees also get additional support for any financing needs they may have. In 2025, Cebu Pacific, 1Aviation, and Cebu Pacific's wholly owned subsidiary Aplus officially partnered with Savii (formerly Uploan), a Philippines-based salary-linked financial wellness provider that partners with employers to offer benefits like salary loans, free insurance, and savings tools aimed at improving employee financial well-being.

These initiatives help Cebu Pacific employees better manage their expenses, and allow them to benefit from the same fiscal discipline that it commits to.

Employee benefit and availment rate

List of Benefits	Percentage of female employees who availed	Percentage of male employees who availed
Statutory Benefits		
SSS (Sickness)	1%	1%
SSS (Loan)	11%	5%
PhilHealth	2%	1%
Pag-ibig	8%	16%
Parental Leave - Maternity/Paternity ^a	6%	3%
Paternal Leave - Solo Parent	0.4%	-
Vacation Leaves	94%	92%
Sick Leaves	86%	78%

^a For maternity leave, 105 days (15 weeks) are given to employees; for paternal leave: 7 days (1 week) are given.

List of Benefits	Percentage of female employees who availed	Percentage of male employees who availed
Voluntary Benefits		
Medical Benefit	97%	96%
Psychological Counseling	1%	0.3%
Retirement (aside from SSS)	1%	1%
Further Education Support	1%	1%
Company Stock Options	-	-
Flexible Working Hours	18%	15%
Profit Sharing	91%	93%
Life Insurance	97%	96%
Rice Subsidy	96%	97%
Medical Allowance	88%	90%
Christmas Allowance	99%	98%
Travel Insurance	71%	67%
Uniforms	6%	12%
Transportation Allowance	76%	34%
Fleet Gasoline Privileges	0.3%	0.1%
Clothing Allowance (Pilots Only)	2.2%	32.7%

List of Benefits	Percentage of female employees who availed	Percentage of male employees who availed
Availment of Free Flights (headcount)		Employees: 4,539 Dependents: 13,003
Travel Benefits (same sex and common-law partners)		306
HMO (same-sex and common-law partners)		1
Car Allowance	Included on the Transportation Allowance Count	
Inflight Crew Meals	All cabin crew are provided with inflight meals.	
Telecommuting or Work From Home	Applicable to all employees with support/back-office function.	



Recognition and Commitment to People-First Policies



Cebu Pacific has always taken care of its employees. Employee support improves retention, reduces fatigue and errors, strengthens organizational culture, and builds resilience during disruptions—ultimately supporting long-term operational excellence that it can provide for every Juan.

Cebu Pacific’s commitments towards developing its human capital have only gotten stronger in the last 30 years, and have been recognized as a result. In 2025, it was awarded two major wins with how it takes care of its employees.

Pride in Performance

Cebu Pacific has been an active participant in the Gokongwei Group’s annual Pride in Performance (PIP) Awards, an internal recognition program that celebrates teams and initiatives within the conglomerate that embody its core values such as entrepreneurial mindset, integrity, and stewardship.

The 14th PIP Awards (held in April 2025) was built around the theme “Celebrate Meaningful Breakthroughs.” Cebu Pacific was featured among the standout business units, demonstrating performance excellence that aligns with its strategic priorities and collective mission, winning several recognitions in Customer Excellence, Operational Excellence, and Wellness, Safety & Health.

A particular distinction of Cebu Pacific’s efforts is its Wellness, Safety & Health Award for projects such as “Wellness Flight Path: Employees and Dependents Route to Better Health,” which underscores its focus on holistic health initiatives for staff and their families.

This shows that Cebu Pacific’s efforts in health, wellness, and employee support are aligned with broader organizational excellence and values-driven performance recognized across the Gokongwei Group. By embedding wellness into its performance portfolio, Cebu Pacific reinforces its people-centric culture and strategic priority of enhancing employee well-being as part of sustainable business success.

The PIP Awards allows Cebu Pacific to benchmark internal initiatives against a broader set of industry peers within the conglomerate, celebrate team achievements publicly, and reinforce a culture of continuous improvement. Being recognized alongside other high-impact projects further validates Cebu Pacific’s efforts in driving meaningful breakthroughs that contribute not only to business growth but also to employee engagement and long-term organizational resilience.

Economic Times Human Capital Awards (ETHCA)

In 2025, Cebu Pacific achieved notable recognition at the ETHCA by winning a Bronze Award in the Diversity and Inclusion category. This award was presented at the ETHCA ceremony held in Singapore on July 25, 2025 and highlights organizations with outstanding human resource practices and people-focused strategies.

Cebu Pacific stood out as the only Southeast Asian airline honored among the 2025 awardees, underlining its commitment to cultivating an inclusive and equitable workplace. A central element of its recognition was the incluCEB Space campaign, designed to foster psychological safety and inclusivity across the organization, supported by employee-led networks like EmpowHER for women in non-traditional roles, Rainbow Routes for LGBTQIA+ inclusion, and Sky Parents for solo parents.

This ETHCA win reflects Cebu Pacific’s strategic emphasis on people-first leadership and inclusive culture as key drivers of organizational strength, workforce engagement, and broader service excellence.

As it continues onward to 2026 and beyond, it will continue to put people first at the forefront of its policies, strategies, and growth. As the backbone of Cebu Pacific’s operations, it firmly believes its people are one of its best ways to serve every Juan—and the cornerstone for its current and future successes.



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Labor Management and Human Rights

Collective Bargaining Agreement (CBA)

2-25, 2-30

Cebu Pacific promotes strong employee relations through a CBA with its cabin crew, ensuring their interests are addressed. Through the CBA, open and consistent communication between management and cabin crew allows for the timely resolution of issues.

Furthermore, the CBA provides structured mechanisms for wages, work rules, scheduling, and dispute resolution, reducing the risk of labor unrest and operational disruptions. It also promotes transparency, trust, and consistent standards across the workforce, supporting employee engagement and morale. A well-managed CBA enhances Cebu Pacific’s workforce stability, while also enabling constructive labor-management collaboration.

Cebu Pacific facilitates collaborative interaction with the cabin crew through consultation meetings while management maintains accessibility, encouraging direct communication. As of 2025, the Juan Wing Association of the Philippines (JWAP) is the sole bargaining unit of regular cabin crew of Cebu Pacific. Its CBA with cabin crew covers the years 2023–2026.

Disclosure	2023	2024	2025
Number of employees with Collective Bargaining Agreements	1,404	1,503	1,666
Percentage of employees with Collective Bargaining Agreements	32	32	34
Number of consultations conducted with employees concerning employee-related policies	10	13	13
Number of work stoppages	0	0	0
Total days idle due to work stoppages	0	0	0

Policies on Labor Laws and Human Rights

2-23

Cebu Pacific’s strategy for maintaining good relationships and interactions with its employees is based on its 5C approach: Credibility, Cadence, Communication, Clarity, and Compassion. Furthermore, Cebu Pacific ensures that human and labor rights are protected in its operations. Cebu Pacific adheres to standards and regulations set forth by DOLE regarding forced labor and child labor.

Cebu Pacific published its Commitment to Human Rights in 2024, a statement expressing its responsibility to uphold and respect the human rights of all stakeholders across its operations and value chain. Currently, its principles on human rights are outlined in existing company policies such as its codes of conduct, labor, and compliance policies.

Topic	Reference
Human Rights	Commitment to Human Rights (listed under Company Policies)
	Sexual Harassment Policy
	Solo Parent Leave
	Magna Carta Special Leave for Women
Forced Labor	Vendor Compliance Addendum (for Suppliers under the Supplier Code of Conduct)
Child Labor	

Disclosure	2023	2024	2025
Number of legal actions or employee grievances involving forced or child labor	0	0	0

Customer Satisfaction

Ensuring Excellence In Passenger Journeys

2-25, 3-3

Cebu Pacific continues to increase and manage customer engagement through a communication strategy that uses both digital and traditional platforms. By combining technology-driven self-service with traditional customer engagement, Cebu Pacific aims to offer seamless, customer-centric experiences that meet diverse traveler preferences and improve overall satisfaction.

The CEB Squad, a digital insights community implemented through the Alida platform, also provides Cebu Pacific with rich, actionable customer experience research that has directly shaped its product and service offerings. Proactive industry and market data analysis also allows Cebu Pacific to adapt based on the needs of the market, enabling it to offer relevant products that meet customer needs at an affordable rate.

The CEB Squad also helps Cebu Pacific identify institutions, individuals, and groups that heavily integrate Filipino culture in their craft as potential partners, especially those representing Filipino craftsmanship and values. For 2025, Cebu Pacific’s marketing heavily integrated Philippine textiles into its campaigns, showcasing the vibrant Philippine heritage and values that resonate with its operations.

Generative AI for Better Customer Service

Cebu Pacific continues to enhance customer experience through innovation, including the launch of its generative AI Agent, Charlie, in February 2025 in partnership with Ada. As the first airline in Southeast Asia to fully adopt generative AI for customer support across channels, Cebu Pacific is strengthening its ability to provide real-time assistance.

Charlie automates common inquiries such as bookings, itinerary changes, and travel requirements, delivering personalized, context-aware responses. Early results show a 34%+ increase in automated resolution rates, 50%+ higher CSAT scores, and under one-minute wait times for high-priority cases.

Guided by its Generative AI Policy, Cebu Pacific will continue exploring responsible AI use cases to further improve customer experience and operational efficiency.

Customers as the Focal Point for the Future of Travel

To better understand its passengers and customers, Cebu Pacific has formed the Customer Council, a subset of the Customer Council online community, for surveys, focus groups, and product testing.

The Customer Council's activities formally began in July 2025, with the goal of co-creating the future of travel by engaging a curated group of customers representing diverse demographics and hubs. This ensures that customer insights shape strategic decisions, with Cebu Pacific deeply delving into its passengers' key concerns.

Under the leadership of the Cebu Pacific CX and Enterprise Analytics Teams, the Customer Council holds monthly sessions with its members to discuss Ancillary Products, Customer Service, and Digital Experience. It also conducts on-ground immersion and dinners with Cebu Pacific Leaders, ensuring that its findings are both grounded and communicable to upper management.

As a result of these efforts, Cebu Pacific has gained a deeper understanding of the drivers of decision-making in purchasing ancillaries and in using digital channels. Further insights will be taken into consideration as it plans for new ancillary products, new customer policies, and new experiences that it aims to launch in the future.



Pursuing Smart Operations Enablement

3-3

Cebu Pacific is committed to building a digitally enabled organization that leverages technology to elevate passenger service, streamline operations, and reduce costs. By optimizing workflows and processes, it also enhances employee learning, productivity, and collaboration, fostering a more agile and efficient workforce capable of supporting its growth and operational excellence.

An airline's digital channels (such as websites and apps) are central to customer experience, revenue, and operational efficiency. A seamless, intuitive interface improves booking conversions, encourages ancillary sales, and strengthens loyalty, while self-service features reduce operational costs and streamline airport processes.

Cebu Pacific will continue to develop core user journeys such as booking, check-in, and managed booking under the new platform, building on the opportunity to use new design systems and UX standards to modernize the digital experience.



Bahay ni Juan: Testing, Learning, and Creating Experiences

In its 30 years of operations, Cebu Pacific has acquired a keen understanding of the essentials of excellent customer service. While each employee may have their own approach to serving their guests, large-scale events like Customer Experience Month remain invaluable for helping it cascade core values about customer service to its employees.

Cebu Pacific's Customer Experience Month is an internal and external celebration of its customer-centric culture and service excellence. It recognizes Cebu Pacific's Moment Makers—the staff, pilots, crew, and personnel serving its passengers— and their role in making the skies more accessible for every Juan.

Under the theme "Bahay ni Juan," employee activities included engagement sessions, knowledge-sharing events, and team celebrations, which framed customer experience as both a mindset and a shared mission across departments. This approach encouraged employees to connect, learn, and innovate in ways that directly benefit travelers.

These activities equip all teams with practical skills to make customer-centric decisions. The event had 175 onsite and 145 online attendees (an event rating of 4.95 out of 5), with specific activities like the NAIA Immersion and Online workshop earning a rating of 5 out of 5.

By spotlighting employee contributions and hosting interactive events, Cebu Pacific aims to strengthen internal commitment to excellent service, empower front-line teams, and embed a customer-first ethos at every touchpoint. Initiatives like these help sustain momentum for ongoing improvements to processes, technology, and engagement strategies that enhance overall satisfaction for every passenger.

Cebu Pacific will continue to hold its annual Customer Experience Month, using it as an avenue to align its employees with best practices for serving its passengers.



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Leveraging Subsidiary Specializations For Elevated Experiences

In recent years, Cebu Pacific has made significant strides in acquiring subsidiaries that can help elevate its passenger experiences. One particular working relationship that has brought notable improvements to how it serves every Juan is the increased activities of 1Aviation.

1Aviation's experience in ground handling and logistical services have made it a crucial partner in the launching of initiatives like the 1Av-CJMT Support Team for Cebu Station in May 2025. initiative focused on establishing the 1Av-Customer Journey Management Team (CJMT) in Cebu to provide seamless operational and customer experience support for Cebu Pacific's second-largest hub.

Handling 80 to 100 flights daily, the team's presence ensures stronger coordination, data-driven decision-making, and personalized solutions that enhance efficiency and elevate the passenger journey at every touchpoint. This led to a stronger customer-centric approach, reflected in higher CSAT scores and a noticeable drop in passenger complaints.

Another joint achievement between 1Aviation and Cebu Pacific was the year-long Critical Station Assessment, aimed to engage all domestic stations through on-site visits, fostering collaboration with 1Aviation ground handlers and addressing station-specific challenges. By understanding the unique operational contexts and passenger needs at each location, Cebu Pacific was able to personalize approaches and improve overall efficiency.

This engagement is expected to enhance trust and collaboration between central teams and station staff, reduce operational bottlenecks through tailored solutions, and improve passenger satisfaction through localized service improvements.

These two initiatives bolstered Cebu Pacific's CJMT presence, ensuring that passenger needs are always taken into consideration as operations expand. Subsidiaries will continue to play a key role in its operations in 2026, reflecting its united push to provide the best travel experience for every Juan.

Leveraging Digital Capabilities For Better Service

In 2025, Cebu Pacific laid the foundations to make major improvements to its digital channels with Project Lift, with the goal of modernizing Cebu Pacific's digital channels (website and mobile apps) through a complete re-architecture and re-design built on a modular, mobile-first, and performance-optimized platform.

This involved building an entirely new website and app for Cebu Pacific, re-architecture to enable improvements to speed, search engine optimization (SEO) discoverability, and support for lead conversion. Following a component-based design system that ensured consistency, accessibility, and efficient development, Cebu Pacific aims to establish a future-ready digital platform that significantly improves performance, reduces load times, and enhances booking conversion.

Supporting this push towards better bookings is Cebu Pacific's collaboration with Systems, Innovation, and Training in supporting NNIC in deploying self-service kiosks, self-bag drop, biometric screening, pre-security e-gates, self-boarding gates, and cashier/payment kiosks.

Rolled out in Q4 of 2025, these improvements in self-service solutions made airport processes faster and more efficient. Passengers at NAIA Terminals 2 and 3 can now enjoy reduced wait times and improved convenience, while Cebu Pacific can better serve its passengers during travel surges.



Using Digital Innovation to Secure Market Leadership

Throughout its 30 years of operations, Cebu Pacific has continuously invested into better technology to provide its passengers with the best customer experience. With today's travelers firmly embedded in the digital landscape, it has also taken steps to ensure its investments in digital innovation position itself as a leader in the aviation industry.

In October 2025, Cebu Pacific partnered with Cursor Philippines for a tech-focused event hosted at Cebu Pacific's headquarters that brought together Filipino builders, developers, and tech innovators. This collaboration centered on workshops, talks, and hands-on sessions showcasing how to use AI-powered coding tools and innovation practices to build technology solutions—reinforcing Cebu Pacific's engagement with the local tech community and its support for technology-driven skills development.

Cebu Pacific also attended the UX+ Conference in August 2025, engaging with 1,500+ UX+ attendees through talks, Q&A, and post-event networking. Building on the conference's theme of "human-centred digital design and innovation", Cebu Pacific was able to showcase its commitment to modernizing digital channels to improve passenger experience and operational workflows.

Digital Adoption

Cebu Pacific now primarily operates through its websites and mobile apps, allowing passengers to book tickets, choose seats, and manage their bookings from anywhere. Aside from reducing operational costs by automating much of the booking and customer service processes, digital systems enable faster, more accurate processing of bookings.

Disclosure	2023	2024	2025
Online bookings	81%	78%	84%
Online rebookings	83%	87%	82%



Ensuring Every Juan Is Heard

Cebu Pacific continues to pursue a data-first approach to CSAT, primarily through the use of CSAT surveys. This helps it improve customer experience and loyalty by systematically measuring, analyzing, and acting on passenger feedback. The benefits of this approach include:

1. Identify pain points: CSAT surveys after flights, check-in, or support interactions help airlines pinpoint where service gaps exist—such as delays, baggage handling, or in-flight comfort—so corrective action can be taken.
2. Monitor performance over time: Tracking CSAT scores across routes, aircraft, or service teams enables airlines to detect trends, recognize high-performing areas, and benchmark against competitors.
3. Drive continuous improvement: Feedback informs training, process changes, and technology upgrades, ensuring that customer experience evolves in line with expectations.
4. Enhance employee accountability: Linking team performance to CSAT encourages staff to prioritize service quality, reinforcing a customer-first culture.
5. Support loyalty and retention: High CSAT scores correlate with repeat business, positive reviews, and brand advocacy—critical in the competitive airline industry.

By integrating CSAT into operations, Cebu Pacific can make data-driven decisions that improve passenger satisfaction, reduce complaints, and strengthen long-term performance.

Cebu Pacific’s CSAT measures how satisfied a passenger is with a specific experience touchpoint they just completed. It functions as a transactional score used to assess day-to-day performance across flights, crew, and stations, helping Cebu Pacific identify and fix operational issues. The highest rating a CSAT can achieve is 5 (Very Satisfied) on a standard 5-point scale.

Customer Satisfaction Scores

Disclosure	2023	2024	2025
Value for Money	3.52	3.71	3.77
Bag Drop and Check In Queuing Time	3.73	3.86	3.97
Boarding Experience	3.66	3.81	3.85
Bag Delivery Speed	3.69	3.80	3.90
Agent Service	3.76	3.87	3.90
Cabin Crew	4.05	4.14	4.17
Inflights Announcements	4.02	4.12	4.17
Cabin Interiors	3.81	3.95	3.98
Preordered Meals	3.49	3.57	3.61

While the CSAT reflects satisfaction with an interaction on a specific touchpoint, the Net Promoter Score (NPS) reflects long-term loyalty and willingness to recommend Cebu Pacific. This is based on their overall recent flight experience from research, booking to flight and arrival.

Furthermore, NPS helps Cebu Pacific identify service strengths and weaknesses, prioritize improvements, and benchmark against competitors, ultimately informing its brand and loyalty strategy, and making it a key tool for enhancing passenger experience and sustaining long-term growth.

NPS scores usually range from -100 to +100, with Cebu Pacific targeting a score of +25 to +35 for ME, and +36 to +45 for EE.

Customer Net Promoter Score (NPS) (post-flight)

2023	2024	2025
+14	+28	+35

NPS rose from 28 in 2024 to 35 in 2025, showing passengers continued to recommend Cebu Pacific despite more disruptions. OTP held steady at 70.76%, supported by initiatives that mitigated operational challenges and maintained reliability.

A significant factor contributing to this NPS is Cebu Pacific’s effective passenger recovery and delivered positive experiences during disruptions. The Customer Service team maintained consistency in capability-building by training 3,088 customer-facing employees across various programs.

For 2025, OTP remained within the 72%–74% range, averaging approximately 73%, reflecting consistent operational challenges throughout the network. Delays were primarily driven by aircraft technical issues (AC Tech), multiple AOGs, and airport ramp congestion, which led to significant reactionary delays. Weather-related disruptions including typhoons, volcanic activity (Mt. Kanlaon), earthquakes and monsoon conditions further impacted our performance. Several CMT activations were implemented to manage operational disruptions, particularly during peak weather and technical events.

Despite these challenges, on-the-day completion performance remained consistent operating between 98.3% and 98.8% of scheduled flights monthly. Cancellations were largely attributed to aircraft technical issues and weather disturbances, with elevated cancellations observed during severe weather months and periods of multiple AOGs.

These achievements benefit Cebu Pacific and its passengers by reinforcing confidence in it, improving recovery processes during disruptions, and sustaining a positive travel experience. It will continue to strengthen customer trust and advocacy to address operational challenges, through approaches like implementing customer service initiatives that ensure passengers feel supported and valued throughout their journey.



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Complaints on product and service health and safety

Complaints and requests were primarily managed through live chat, where cases were escalated to the appropriate teams for validation and necessary action. Most medical-related concerns were handled by the Recovery Team, which conducted proactive call-outs to assess the guests' condition and determine any additional support required.

Cebu Pacific also follows a proactive approach to ensuring that any potential avenues that can lead to customer complaints are immediately addressed. One such effort in 2025 is the GMP-HACCP certification of its Cebu Catering facility.

The expansion of the Cebu Hub Catering facility is part of Cebu Pacific's strategic initiatives to support its growing network in Cebu and enhance operational efficiency, service quality, and capacity to meet increasing passenger demand. The Cebu Pacific Catering and Sales Cebu Hub was able to achieve a 98.50% (Outstanding) rating based on the evaluation conducted by the Bureau of Quarantine (BOQ), showcasing Cebu Pacific's commitment to the highest standards of food safety.

Proactive approaches also help bolster Cebu Pacific's immediate response for service disruptions. Another example was the sudden Airbus system upgrade that affected Cebu Pacific's A320 and A321 Airbus fleet in November 2025, which was addressed through coordinated efforts across NCC, EFM, airports, and Communications teams.

Through timely communication and strong cross-functional collaboration, Cebu Pacific was able to reduce airport congestion before noon and minimized social media backlash.

Disclosure	2024	2025
Complaints Received	106	95 ^a
Complaints Addressed	106	95

^a Most concerns raised in 2025 were related to accessibility, passenger comfort, and overall service experience.



Brand Perception, Marketing, and Labeling

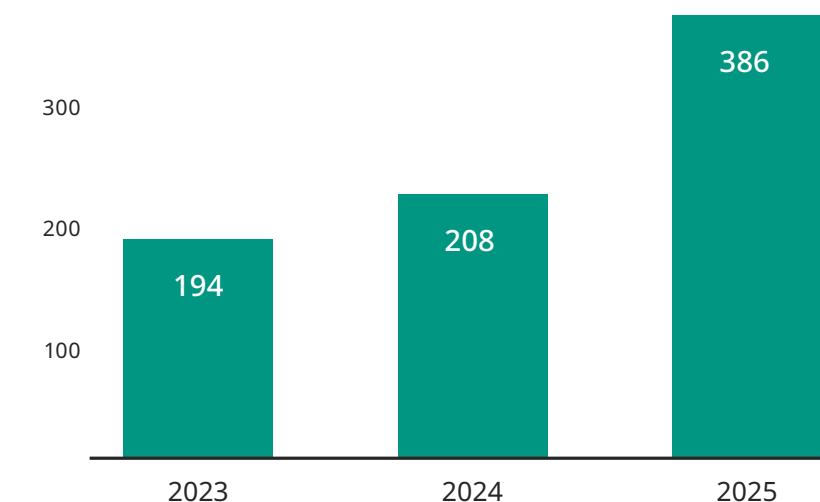
In 2025, Cebu Pacific rapidly grew its brand valuation. According to Brand Finance's Philippines 2025 brand rankings, Cebu Pacific was highlighted as one of the top performing Philippine brands, particularly noted as the fastest-growing brand in the country.

Taking advantage of growing passenger numbers and revenues in 2025, Cebu Pacific cemented its rising relevance within key markets. Brand Finance awarded Cebu Pacific an AAA brand rating, one of the highest possible designations, paired with a BSI score of 86.1 out of 100—signaling robust consumer perception and competitive strength in the airline sector.

2025 was a milestone year for Cebu Pacific's brand valuation. It showcased significant growth, strong equity, and regional recognition while continuing its strategy as a leading LCC in Southeast Asia.

- 2025 Valuation: The brand value rose to USD 386 million, making it the fastest-growing Filipino brand of the year. It ranked 23rd in the "Philippines 50" list for overall brand value.
- 2024 Valuation: While the exact 2024 standalone figure is often cited through the 86% growth rate observed in 2025, the implied valuation for 2024 was approximately USD 208 million.
- 2023 Valuation: Cebu Pacific debuted on Brand Finance's most valuable Filipino brands list with a valuation of USD 194 million, ranking 20th in the country at that time.

Brand Valuation Summary (2023-2025) (in USD millions)



Complaints on marketing and labeling

Most of the concerns were identified through active monitoring and engagement on Cebu Pacific's official social media platforms. Main concerns raised were related to content and communication, including fares, routes, and product information. These were promptly escalated to the Marketing Team for verification, correction, and the dissemination of accurate information.

Disclosure	2024	2025
Complaints Received	14	22
Complaints Addressed	14	22

Cebu Pacific continues to adhere to the Ad Standards Council (ASC) and Department of Trade and Industry (DTI) regulations in the Philippines, ensuring it uses responsible advertising, follows rules that protect consumers, and promotes ethical marketing practices.





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Corporate Social Responsibility (CSR)

Cebu Pacific pursues a comprehensive CSR strategy by engaging in initiatives that benefit communities, employees, and society at large, beyond its core business operations. It aligns Cebu Pacific's business success with societal impact, creating long-term value for both it and the communities it serves.



Transforming Employees to be Helping Hands

The Philippines is no stranger to natural disasters and crises. While the effects of events like typhoons or earthquakes can be mitigated, it is always essential to be prepared to offer aid when it is most needed—a responsibility that Cebu Pacific meets with its Gabay Volunteers.

Gabay Volunteers are part of Cebu Pacific's family assistance and humanitarian response during crises. They are trained in handling aircraft accident/incident survivors and Next of Kin, with a Family Assistance Training held every year to refresh their skills and knowledge.

The Family Assistance Training is led by GoCrises, an external emergency response service provider. New Gabay Volunteers are being trained through this program, while serving as the recurrent training for the current Gabay Volunteers.



Sustainability from Air to Sea 102-9

Over the past 30 years, Cebu Pacific has familiarized itself with and gained a deeper understanding of the factors that affect its operations, including the risks posed by extreme weather events and the possible mitigation measures that address them.

In response to this organizational and societal challenge, Cebu Pacific formally turned over 10,000 mangrove trees to the Tapon Fisherfolks Association and the local government of Dumanjug, Cebu in 2025. This turnover marked a milestone in its partnership with RAFI for a joint Mangrove Reforestation Project.

Cebu Pacific also joined SMBC Aviation Capital for a mangrove planting project in Sitio Sulok, Lian, Batangas in March 2025. Through this initiative, 3,000 mangrove seedlings were planted, aiming to restore vital coastal ecosystems and empower local communities. The project is also expected to provide livelihood opportunities for members of the local people's organization, Samahan ng Mangingisda sa Sulok (SAMLOK), who is set to manage seedling production, site preparation, and the long-term maintenance of the mangrove area.

Mangrove forests are incredibly valuable ecosystems, acting as natural buffers against storms and coastal erosion. Through these initiatives, Cebu Pacific continues to do its part with preservation of natural resources, enhancing biodiversity, and improving coastal protection.

Utilizing a community-led approach ensures that the local residents (often directly impacted by environmental issues like flooding and erosion) are given the tools and knowledge to sustainably care for the mangroves. This builds long-term capacity, ensuring the project is not just a one-time effort but a continuous part of the community's environmental stewardship.

Partnering on these mangrove projects sets a positive example of cross-industry collaboration and reflects Cebu Pacific's commitment to minimizing its environmental impact and contributing to efforts that help mitigate climate change.



Cebu Pacific Marks Nine Years of UNICEF “Change for Good” Program

Cebu Pacific understands that dreams start early and young. Recognizing this, it contributes to initiatives and partners with organizations that contribute to both social work and youth development, such as UNICEF.

In 2025, Cebu Pacific celebrated its nine-year partnership with UNICEF for the “Change for Good” program, a long-standing initiative that aims to raise funds for children in need. It encourages passengers to donate their loose change during flights, which is then used to fund UNICEF’s work for children’s health, education, and protection. To date, the program has raised over PHP 112 million.

Cebu Pacific hosted a “Youth Career Talk” and an airport tour for Alternative Learning System (ALS) students in Clark, Pampanga. This event aims to involve young people in the aviation industry and offer insights into various career paths—especially with the Youth Career Talk introducing students to the possibilities within aviation, tourism, hospitality, and other sectors connected to Cebu Pacific’s operations.

By pairing this event with an airport tour, Cebu Pacific gave the participants a real-world look at what working in aviation involves: seeing ground operations, meeting employees, and possibly even talking to experts in different roles like pilots, cabin crew, and ground staff.

This initiative also emphasizes CSR as an essential area for Cebu Pacific, which can use its platform to raise awareness and support for important causes. Through these partnerships, it continues to do its part in doing good for every Juan who wants to fly.



Soaring Above Bad Weather Together

With 30 years under its belt in the aviation industry, Cebu Pacific is no stranger to the consequences of typhoons: operational disruptions, infrastructure damage, and service stoppage. However, it is also keenly aware of the human cost of extreme weather events—and how even the smallest bit of joy can help weather life’s storms.

Funds initially planned for the year-end celebration were allocated instead to disaster relief and rehabilitation, fostering employee engagement and community support. Using its route network and coordinating with LGU partnerships and NGOs, Cebu Pacific provided humanitarian support to families affected by Philippine typhoons in the latter half of the year.

In December 2025, it conducted an outreach activity in typhoon-affected areas in Aurora, Bacolod, Cebu, Iloilo, and Palawan. More than 5,000 families received essential food and hygiene supplies during the Christmas season, with LGUs receiving Waves for Water (W4W) filtration systems.

These actions not only help these communities rebuild, but also aligns emotional impact with real, practical recovery support, reinforcing trust and goodwill. Through these activities, Cebu Pacific reaffirms its commitment to serving every Juan to the best of its ability—whether in the skies or otherwise.



Honoring Those Who Work Away From Home

Hong Kong holds a special place within the Cebu Pacific network: it is one of the destinations where Cebu Pacific offers direct flights, a popular destination for Filipino tourists, and a key part of its regional strategy for growth.

But above all else, Hong Kong has a significant Filipino community, many of whom use Cebu Pacific for their travel between the Philippines and Hong Kong, whether for work or visiting family. As a result, Cebu Pacific has had a strong connection with the destination and the modern-day heroes that live and work there.

In June 2025, Cebu Pacific celebrated its 20-year presence in Hong Kong with a special tribute to OFWs. Cebu Pacific partnered with the Philippine Alliance Filipino community to honor five outstanding OFWs during the “Gawad Parangal Para sa Bagong Bayani” ceremony. Each awardee received a plaque of recognition and a complimentary international roundtrip ticket for exemplifying Cebu Pacific’s values of integrity, service, trust, courage, and the best of the Filipino spirit.

This was the first time Cebu Pacific extended its internal values awards to members of the public, underscoring how central OFWs have been to Cebu Pacific’s history over the past 30 years. In highlighting their contributions, Cebu Pacific reaffirmed its commitment to Filipino migrant workers through ongoing and future support initiatives.

Overall, the commemoration served both as a milestone celebration of Cebu Pacific’s Hong Kong route and as a gesture of appreciation toward OFWs, reinforcing its role in connecting Filipinos with opportunities, loved ones, and home.

Moving forward into 2026, Cebu Pacific will continue its efforts to support OFWs, ensuring that every Juan who works abroad has a trusted partner to help them come back home. Regardless of distance, it holds firm to its commitment that each OFW is just as valued in the Philippines as they are abroad.



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Cebu Pacific is on a mission to mitigate the environmental impacts of its operations, focusing on the three pillars: **Climate Resilience, Decarbonization, and Resource and Waste Management**. Alongside this mission, it strives to engage its stakeholders in its sustainability initiatives to further its environmental thrust.

Central to Cebu Pacific's push for more resilient and decarbonized operations is its **Fundamentals, Fleet, Fuel, Footprint, and Finance (5Fs)** strategy. It acts as Cebu Pacific's comprehensive blueprint for reducing environmental impacts associated with GHG emissions, with both short- and long-term benefits that mitigate climate risks, leverage climate opportunities, and help promote sustainable operations.

Through decarbonization programs, purchases, and initiatives, Cebu Pacific reinforces its place not just as a market leader, but also a sustainability leader in the airline industry. Alongside the focused and concrete efforts under the 5Fs, Cebu Pacific saw a 4-point increase to its Environmental score in its S&P Global ESG performance rating compared to the previous year. This was primarily driven by changes in weighting and additional questions, contributing to an overall score of 47, its highest score to date.

Capitals Covered	Guiding Principle
<ul style="list-style-type: none"> Natural Financial 	<ul style="list-style-type: none"> Sustainability Momentum
Related Material Topics	
<ul style="list-style-type: none"> Network and Fleet Decarbonization Climate Resilience 	<ul style="list-style-type: none"> Resource and Waste Management People Development and Training Employee Well-being and Engagement
Goals	2025 Updates
<p>Reduce carbon emissions intensity</p> <p>Ensure climate resilience across operations, infrastructure, and supply chains</p> <p>Strengthen circular economy practices in operations</p>	<ul style="list-style-type: none"> Passenger flight emissions intensity: 75.7 gCO₂/RPK 100% of operations, infrastructure, and supply chains assessed and adapted for climate risks Energy consumption: 32,399,951 GJ Energy intensity: 270.16 GJ/mnPHP Water withdrawal: 82,546 m³ Waste diversion rate: 62%





Sustainability Momentum

Climate Action

3-3, 102-2

Cebu Pacific acknowledges the threat of climate change to the planet, people, global economy, and its own operations. In an archipelagic region prone to tropical cyclones, the airline industry in the Philippines is significantly affected by weather and climate. Extreme weather events, such as tropical cyclones and heavy rainfall, may affect Cebu Pacific’s workforce and flight operations, possibly leading to flight cancellations and damage to vulnerable assets like aircraft and ground support equipment. In addition, changing socioeconomic conditions, regulatory shifts, and technological advancements related to climate change present both risks and opportunities for the business.

Understanding these climate impacts helps Cebu Pacific prepare for and mitigate potential risks, and use opportunities to its advantage to safeguard assets, support stakeholders, and contribute positively to communities.

Cebu Pacific has also made the initiative to integrate climate responsibility into business continuity and investments. This includes identifying climate-related risks and opportunities, conducting climate resilience assessments, implementing strategies for both decarbonization and climate adaptation, and exploring sustainability-linked financing options to fund its decarbonization strategy and overall sustainability vision.

The following sections cover Cebu Pacific’s climate governance, risk management, and strategy, including its climate scenario analysis. Its climate-related metrics and targets are integrated under the next topic, Decarbonization.

Climate Governance

Level	Governance/Management Response Strategy
Company Policies	<ul style="list-style-type: none"> Cebu Pacific’s Environment Commitment, enclosed within its Environment and Social Policy, directly addresses climate-related opportunities and risks by stating Cebu Pacific’s aim to reduce carbon emissions through investments in technology, efficiency, and optimization, and finding ways to offset emissions through globally accepted mechanisms.
Board	<ul style="list-style-type: none"> The Board oversees climate-related risks and opportunities through the CG Committee, which has oversight responsibilities over the ESG aspects of Cebu Pacific’s strategy and risk management, and the Board of Risk and Oversight Committee (BROC).
Management	<ul style="list-style-type: none"> The Risk Officer is responsible for the governance of the risk management framework, ensuring that key ESG-related exposures and climate risks are systematically identified, analyzed, and integrated into the company’s overall risk profile. The ESGC develops and evaluates climate-related programs and metrics.
Operations handling Climate-related Risks and Opportunities	<ul style="list-style-type: none"> The Sustainability Team monitors key climate-related indicators, such as GHG emissions and carbon intensity, consolidating results and key insights for ESG Committee review and Board approval via the relevant committees. The Operations Planning Group (OPG) is a tactical management group that ensures Cebu Pacific sustains a high level of operational preparedness in the face of potentially disruptive events, such as adverse weather conditions. It facilitates coordinated action between different departments in handling known or forecasted disruptions. The Crisis Management Team (CMT) is a strategic management group that handles actual disruptive events, such as impacts of adverse weather events, as they occur, with the goal of avoiding or mitigating potential impacts to the business, including operational, safety, and reputational impacts. When necessary, it also coordinates with third-party emergency response service providers in times of extreme weather crises, improving Cebu Pacific’s response to climate hazards. The Airline Safety Review Committee (ASRC), which reports to the BROC, supports climate risk management by ensuring that safety standards, policies, and procedures remain relevant and adequate in addressing risks arising from climate-related events. The Risk Management Committee (RMC), which also reports to the BROC, oversees and guides enterprise-wide risk management strategies, including the identification, assessment, and mitigation of climate-related risks across all functions.



Climate Strategy in Action with Typhoons Kalmaegi and Fung-wong

October to November 2025 marked one of the most active and devastating storm seasons that the Philippines has seen in the last five years. Tropical storm Kalmaegi (locally known as Tino) and super typhoon Fung-wong (locally known as Uwan) brought significant amounts of rain and strong winds over the Visayas region. Cebu province bore the brunt of the storm—left in deep floods, while landslides blocked key roads and power was cut off from certain areas.

While Cebu Pacific is no stranger to extreme weather events in its 30 years of operation, climate-related risks have drastically increased for countries like the Philippines within the last decade. To account for this, it has adopted a forward-facing strategy to its climate resilience initiative, ensuring Cebu Pacific's readiness amidst extreme weather events.

The Q4 2025 typhoons were some of the toughest tests to this strategy. Through the adverse weather assessments of the OPG, Cebu Pacific was able to mitigate the adverse impacts of Tino on its operations, employees, and passengers. Aircraft were evacuated from MCIA and ferried to nearby airports in Mindanao. Internal advisories on typhoon preparedness were disseminated to all employees of both Cebu Pacific and 1Aviation. Over 130 5J and DG flights were cancelled proactively, minimizing risks to the safety of passengers and crew.

The effects of Uwan on Cebu Pacific's Eastern and Northern Luzon operations were also mitigated upon the advice and strategy of the CMT and OPG, ensuring employees, infrastructure, and passengers remained safe. To ease disruptions on passengers, flights were cancelled proactively, and options on how to move forward were provided to them. Ground staff were given travel allowances and day-off duties to ensure that they could go to the airport, and Starlink units were deployed to sites with no internet connection, such as MBT.

These experiences highlight the crucial role of weather and climate risk assessments in ensuring that Cebu Pacific continues to provide safe and reliable air travel for its passengers and a safe work environment for its employees, while minimizing negative financial impacts to the business.

Climate-related Physical Risks

Climate Resilience and Risk Management: Physical Risks

Cebu Pacific identified climate-related physical risks and opportunities at the facility level, alongside their operational and business impacts. Its climate resilience was also evaluated against various climate scenarios. This process gauged the inherent exposure of Cebu Pacific's assets and helped in developing tailored risk mitigation strategies to enhance operational efficiency and business continuity.

Cebu Pacific strengthened its climate resilience approach through a structured assessment of physical climate risks across its network. The assessment first identified key hazards relevant to its operating locations, including tropical cyclones, flooding, extreme heat, and sea level rise. Climate exposure was then screened across **41 airports**, and a pilot facility was prioritized based on medium-to-high exposure and business criticality. For this pilot site, Cebu Pacific conducted climate vulnerability analysis, including cyclone wind, flood, and temperature modelling to quantify potential impacts and inform risk management and resilience planning.

This targeted analysis is the first phase of a broader strategy that Cebu Pacific intends to replicate across its portfolio of critical operational assets and new investments. Climate resilience is increasingly integrated into its business processes, serving as a basis for refining strategic planning and strengthening ERM and Business Continuity Planning. This ensures its approach to managing climate risks is robust and actionable at the operating unit level.

Typhoon Emergency Preparedness Reminders

Typhoon Tino (International name: Kalmaegi) slightly intensifies as it moves towards Eastern Visayas - Caraga area. Forecasts show it will pass near Homonhon Island or Dinagat Islands tonight or early tomorrow (Nov 4), then make landfall over Leyte or Southern Leyte, before crossing the Visayas and northern Palawan through tomorrow and into Wednesday morning.

We are actively monitoring the situation and urge all employees within the expected path of the typhoon to heed all precautionary guidance and remain vigilant.

As we prepare for possible scenarios associated with this weather condition, here are some reminders for every Juan:

- Monitor official advisories and weather updates, and follow safety directives from authorities.
- Prepare emergency kits (flashlight, first aid, water, snacks).
- Secure work areas and protect equipment; back up essential data.
- Communicate status and location to your team promptly.
- Store valuables and documents in secure, designated locations.
- Report hazards or damage to facilities to your immediate superior/s.

cebu pacific
Let's fly every Juan



Climate Scenario Analysis: Physical Risks

Climate scenarios are used to assess impacts across different climate futures, whether emissions continue to rise globally, or eventually decline to net zero. This helps organizations assess the potential future impacts to the business, informing decisions for adaptation and mitigation strategies, and supporting long-term business resilience.

The Intergovernmental Panel on Climate Change’s (IPCC) Representative Concentration Pathways (RCP) 8.5 and 4.5 were selected as physical risk climate scenarios:

- **RCP 8.5** represents a high-emission scenario where GHG emissions continue to rise rapidly, leading to greater impacts from increased global temperature, faster sea-level rise, and extreme weather events as a consequence of climate inaction.
- **RCP 4.5** represents a “middle of the road” scenario where emissions peak around mid-century before declining.

Using scenarios, the analysis encompasses a broad spectrum of potential future emissions trajectories to assess physical risks.



Using the right climate models and tools

Cebu Pacific’s physical climate-risk modeling is based on current advancements in climate science, using peer-reviewed scientific studies and subject to refinement as climate science evolves. The following are reliable tools and data sources used for Cebu Pacific’s climate scenario analysis:

Parameter	Data source or tool used	Advantage
Temperature projections	Coordinated Regional Climate Downscaling Experiment for Southeast Asia (CORDEX-SEA)	High-resolution data, allowing detailed spatial and temporal analysis
Future tropical cyclone frequency and intensity	Coupled Model Intercomparison Project Phase 6 (CMIP6) of the IPCC	Incorporates atmospheric, oceanic, land surface, and sea parameters
Flood modeling / hydrological analysis	Hydrologic Engineering Center – Hydrologic Modelling System (HEC-HMS)	Tool to generate hydrographs and flood maps
	PAGASA’s Climate Information and Risk Analysis Matrix (CLIRAM)	Projected rainfall data that is current and has high spatial and temporal resolution, capturing regional climatic features



Identified Climate-related Physical Risks

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Risk	Description	Current and Potential Business Impacts	Potential Financial Impacts	Mitigating Measures
Physical - Acute Risks				
Rain-induced flooding near airports	Inundation of airport facilities, both landside and airside, caused by extremely heavy rainfall or overflowing rivers or streams, overwhelming drainage systems.	<ul style="list-style-type: none"> Disruption in flight operations and reduced access to the airport for passengers and crew. Flight cancellations may result in rebooking and refund requests. 	<p>REVENUES: Refunds and rebooking due to flight cancellations may result in reversal of revenues.</p> <p>EXPENDITURES, ASSETS: Repair and maintenance costs or impairment of damaged assets.</p>	<p>The OPG uses local and international weather forecasts and aviation planning software for flight operational preparedness, ensuring effective response strategies against extreme weather events. Resources include PAGASA, WNI, Aviation Weather Center, AIMS Airline Software, and NAVBLUE.</p>
Extreme wind due to tropical cyclones	Winds associated with extreme tropical cyclones caused by higher ocean temperatures.	<ul style="list-style-type: none"> Flooding may damage physical assets, such as GSE. Extreme winds may also damage physical assets, such as aircraft. 		<p>The CMT directs crisis management, including activating the Emergency Response Plan (ERP) and potentially incorporating external assistance.</p>
Lightning strikes due to tropical cyclones	Increased frequency of lightning strikes (associated with tropical cyclones) caused by elevated temperatures.	Disruption in ground operations. Injury for ground crew working in open spaces (e.g., runway). Lightning strikes may also damage GSE.	EXPENDITURES, ASSETS: Repair costs of damaged assets.	<p>Coordination with ATC is done to manage activities during lightning alerts. Alert levels are implemented with corresponding procedures such as the "Red Alert" protocol, requiring the immediate suspension of ramp and ground activities when lightning is detected. Ground personnel undergo regular training on lightning safety and emergency procedures, with strict enforcement of the "shelter-in-place" policy and designated safe shelters provided during thunderstorms. Procedures are in place for securing or moving GSE to safe areas during lightning warnings, supported by daily GSE inspections and functional checks conducted by the ground handler.</p>
Physical - Chronic Risks				
Heat stress	Heat-related illness in employees caused by elevated atmospheric temperatures.	Decreased productivity, increased traveler discomfort, or heat-related ill-health (e.g., heat stroke).	EXPENDITURES: Increased energy cost to maintain safe working temperatures	<ul style="list-style-type: none"> Work-rest cycles are implemented for ground personnel, with schedule adjustments during periods of extreme heat. Shaded rest areas, air-conditioned break rooms, and hydration stations are provided throughout the work area. Personnel are trained to recognize early signs of heat stress and follow established heat safety protocols. Operations teams closely monitor temperature advisories to plan workload distribution and minimize exposure during peak heat hours. Travelers are provided with cooling areas and adequate ventilation in passenger processing zones. Medical teams are on standby to address heat-related incidents.
Engine inefficiency from elevated atmospheric temperatures	Decreased payload capacity due to reduced engine performance and aerodynamic efficiency at higher temperatures, resulting in lower thrust and lift.	Increased fuel consumption due to increased engine power requirements during takeoff.	EXPENDITURES: Higher fuel cost per passenger due to lower aircraft payload.	Investing in more fuel-efficient neo aircraft to counteract the potential increase in fuel consumption associated with higher take-off thrust.



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Climate-related Transition Risks and Opportunities

Climate Scenario Analysis: Transition Risks

Transition risks and opportunities were identified and assessed through a similar process as physical risks, considering two scenarios with different economic and regulatory conditions. These plausible climate scenarios were gleaned from a scan of risk-driving trends.

Scenario 1 presents a business-as-usual environment in which moderate pressure allows the Philippines to decarbonize at a gradual pace. Meanwhile, Scenario 2 presents a regulatory rush in which regulations exert heavy pressure on Philippine industries to decarbonize more rapidly.

Scenario	Scenario Description	Scenario Basis	Emissions Reduction by 2050 (from 2010 levels)	Regional Policy Variation
Scenario 1 Limited Transition (Business as Usual)	An intermediate-emissions scenario, with emissions increasing before declining around mid-century. It falls short of Paris Agreement Goals and is broadly aligned with emissions profiles from current emissions reductions commitments through shifts to renewables. In it, the Philippines follows suit with developing Asia-Pacific economies, and the 21st Congress of the Philippines introduces carbon pricing.	RCP 4.5	24–38%	High
		NGFS Current Policies	-	Medium
		PEP CES1	31.6%	-
Scenario 2 Regulatory Rush	A climate mitigation intensive scenario, assuming emissions peak by the end of the 2020s. It focuses on limiting warming to 2°C through global coordination to reduce energy and emissions intensity through shifting to renewable energy, nuclear power, and application of carbon capture and storage technology. In it, global pressure compels the 20 th Congress of the Philippines to adopt carbon pricing.	RCP 2.6	41–72%	Low
		NGFS Net Zero	-	Medium
		IPR	-	Medium
		Climate Analytics	94–100%	-

Using these scenarios, Cebu Pacific conducted the following process to identify specific factors and their impacts on business operations, as well as response strategies:



This analysis helped to identify potential cost savings, new market ventures, and investment areas in response to climate opportunities that can enhance Cebu Pacific’s resilience and competitiveness. It embeds climate considerations into its core business activities so that it can strengthen its strategic planning and decision-making processes, foster investor confidence, and improve market positioning.



Identified Climate-related Transition Risks and Opportunities

Risks

201-2

Risk	Description	Current and Potential Business Impacts	Potential Financial Impacts	Mitigating Measures
Transition - Policy and Legal Risk				
Inability to meet SLL targets	Increased financing costs associated with Cebu Pacific's SLL due to its failure to meet annual jet fuel emissions intensity targets.	Increased interest rates for the SLL.	CAPITAL & FINANCING: Unrealized savings in financing cost for the specific aircraft under SLL.	Cebu Pacific's 5F Decarbonization Strategy is aligned with its SLL targets, reducing exposure to this risk. A third party conducts external assurance on Cebu Pacific's jet fuel emissions to comply with the SLL's requirements.
Non-compliance with obligations of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA)	Inability to meet CORSIA offsetting requirements, due to insufficient carbon credit supply.	Potential penalty for non-compliance once the mandatory implementation takes effect by CAAP. Non-compliance could also damage Cebu Pacific's reputation.	EXPENDITURES: Potential monetary fines or unrealized cost savings by purchasing EEU's (CORSA Eligible Emissions Units) through the spot market.	Cebu Pacific's 5F Decarbonization Strategy reduces its exposure to current and emerging decarbonization policies. Cebu Pacific is engaging with suppliers of CORSIA Eligible Emission Units (EEUs) to build a database of market-based carbon credit suppliers. Current and anticipated carbon market prices are monitored by the Sustainability and TRM teams. The Sustainability team regularly updates Cebu Pacific's emissions forecast, modeling different scenarios to inform decisions on how much CORSIA EEUs to secure.
Emerging national decarbonization policies	Non-compliance with emerging national and sectoral decarbonization laws and policies.	The Low Carbon Economy Investment (LCEI) Bill and other decarbonization policies are currently under legislation. Non-compliance may result in monetary fines and damage to Cebu Pacific's reputation.	EXPENDITURES: Potential monetary fines, depending on the terms in the regulation.	
Transition - Market Risk				
Volatility of carbon credit prices	Increase in prices of carbon credits, particularly CORSIA EEUs, due to low supply and high demand.	Increased cost of compliance.	EXPENDITURES: Additional cost to purchase EEUs.	
Transition - Reputation Risk				
Loss of investor confidence due to unmet targets and commitments	Damage to reputation and loss of investor confidence due to unmet targets and commitments related to decarbonization	Reputational damage and allegations of greenwashing. Investors who are particularly interested in Cebu Pacific's ESG performance may pull out or may be deterred from investing.	CAPITAL & FINANCING: Reduced access to capital from ESG investors.	Cebu Pacific's 5F Decarbonization Strategy is aligned with the global aviation industry's pathway toward decarbonization, consistent with the ICAO's Long-Term Aspirational Goal (LTAG) of Net Zero by 2050 for international aviation. Cebu Pacific monitors developments in enabling policies, infrastructure, and technology readiness that could impact its ability to meet its targets and commitments. It provides investors with transparent and timely updates on sustainability performance through quarterly investor relations presentations and annual Integrated Reports.

Opportunities

Opportunity	Description	Current and Potential Business Impacts	Potential Financial Impacts	Management Actions to Realize Opportunity
Resource Efficiency				
Fuel efficiency from fleet modernization and operational efficiency	Modernization to a newer, more fuel-efficient fleet and the adoption of fuel efficiency best practices results in significant fuel savings.	Reduced fuel consumption	EXPENDITURES: Decreased fuel cost	Cebu Pacific targets an all-neo fleet to maximize the fuel savings from fleet modernization. The Network Control and Operations Support team is also actively monitoring the implementation of fuel efficiency best practices.
Products/Services				
Voluntary carbon offsetting programs	Air travel initiatives that enable passengers to voluntarily offset their carbon emissions by opting for environmentally friendly air travel.	Premiums can be paid by willing passengers or corporate entities to reduce the environmental impact of air travel	REVENUES, EXPENDITURES: Increased revenues and lower overall cost of decarbonization	Cebu Pacific regularly conducts surveys for passengers and corporate entities, which could be used to gain insight on its customers' appetite for a voluntary offsetting program.
Markets				
Access to environmentally conscious passenger	Cebu Pacific's decarbonization initiatives improve its reputation as the leading Filipino airline in sustainability, and may potentially attract passengers who place great value in environmental stewardship.	Access to new market, potentially expanding Cebu Pacific's market share	REVENUES: Increased revenues	Cebu Pacific provides transparent, timely updates on sustainability performance through quarterly investor relations presentations and annual Integrated Reports.
Resilience				
Integration of weather and climate to improve operational resilience and business continuity	Investments in weather forecasting and climate analytics initiatives, including data collection and predictive analyses, to enhance decision-making and insights into climate trends.	Improved operational efficiency from effectively utilizing weather data, resulting in fewer delays and flight cancellations, and enhanced organizational reputation Integration of climate data into business decision-making, improving long-term business continuity	REVENUES: Potential increase in customers due to increased reliability. CAPITAL & FINANCING: Increased access to capital from improved investor confidence	Aviation planning software and weather forecast services are utilized for flight planning. Cebu Pacific also conducted climate scenario analysis to identify operations at risk from climate hazards.





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Five-Pillar Decarbonization Strategy

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Cebu Pacific recognizes that the climate transition is reshaping aviation's operating environment. Changing socio-economic conditions, shifting regulations, and fast-moving technology are influencing demand patterns, cost structures, and expectations from customers, investors, and regulators. These transition forces create both risks to manage and opportunities to capture.

On the risk side, Cebu Pacific faces increasing exposure to evolving carbon policy and compliance requirements. At the same time, these shifts create opportunities to strengthen competitiveness through fleet modernization, operational efficiency, and early readiness for emerging fuels and financing mechanisms.

Sustainability continues to be embedded in all aspects of Cebu Pacific's operations, especially the conduct of its flights. Sustainable seating is a key characteristic of the Airline Group's aircraft: through the all-economy layouts of its aircraft, deliberate usage and assignment of seats in its fleet, and its push towards more fuel-efficient neo aircraft, it ensures that emissions are kept low even as its flights grow in number.

5F Decarbonization Strategy

Cebu Pacific's 5F Decarbonization Strategy represents Cebu Pacific's active contribution towards global aviation targets, particularly IATA's Fly Net Zero commitment and the ICAO's long-term aspirational goal (LTAG), which aim to achieve net-zero carbon emissions for international aviation by 2050.

The 5F strategy strengthens sustainability leadership within Cebu Pacific and outlines its overall policy on climate responsibility. Moreover, it represents Cebu Pacific's response to its transition risks in the face of a rapidly changing business environment.

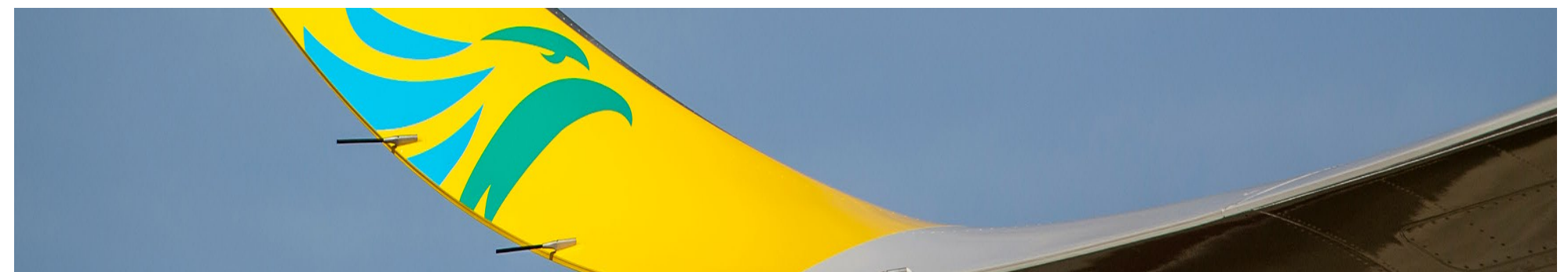
This holistic framework ultimately contributes to cost reduction and improved efficiency, providing an economically sustainable decarbonization approach.

Pillar	Objectives	Metrics
Fundamentals strengthen overall sustainability leadership through awareness and employee education.	Sustainability integration in company culture	<ul style="list-style-type: none"> Number of learners Total number of learning hours
Fleet details Cebu Pacific's fleet modernization program through the shift to all neo-powered aircraft and the electrification of its ground transport and support fleet.	Fleet modernization to neo Ground support electrification	<ul style="list-style-type: none"> Number of neo aircraft % of neo aircraft in fleet Average aircraft fleet age Number of electric ground support equipment (eGSE)

Pillar	Objectives	Metrics
Fuel explores the implementation of fuel-saving initiatives and the utilization of sustainable aviation fuel (SAF), where economically feasible.	Maximize fuel savings from operational efficiency Utilize SAF across Cebu Pacific's commercial network Reduction of direct GHG emissions	<ul style="list-style-type: none"> Scope 1 GHG emissions Fuel and flight emissions intensity Fuel savings and avoided emissions from best practices
Footprint aims to mitigate Cebu Pacific's environmental impact through resource efficiency and decarbonization initiatives outside its primary operations.	Reduction of indirect GHG emissions Shift to Renewable Energy Nature-based Solutions	<ul style="list-style-type: none"> Scope 2 GHG emissions Scope 3 GHG emissions Renewable energy % Number of trees planted
Finance incorporates climate responsibility into business continuity and investments.	Sustainable Financing	<ul style="list-style-type: none"> Flight emissions intensity

The ultimate effect of these decarbonization initiatives is measured through Cebu Pacific's absolute emissions and emissions intensity. In 2025, a target of 78.6 gCO₂/RPK was set for passenger flight emissions intensity, in line with its SLL targets. Cebu Pacific achieved this goal, with a recorded emission intensity of 75.7 gCO₂/RPK.

In line with its obligations under the SLL, Cebu Pacific also engaged a reputable global firm to perform third-party assurance on its passenger flight emissions intensity, with results coming in by May 2026.





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Staying on Course: 2025 Decarbonization Updates

The 5F Strategy was introduced in 2022 as Cebu Pacific’s comprehensive sustainability strategy, establishing it as one of the world’s first LCCs to integrate decarbonization practices into business value creation. Since then, the 5Fs have served as a compass, guiding Cebu Pacific as it continues to embed sustainability in every facet of its organizational DNA.

This section highlights its progress under each decarbonization pillar for 2025.

Fundamentals

In 2025, Cebu Pacific was dedicated to boosting employee engagement in sustainability. It plans to elevate its tactical projects to strategic, long-term programs that will enable employees to implement decarbonization and sustainability at the functional level.

The approach included knowledge transfer sessions between management and employees about sustainability practices, such as the “Leaders Beyond Boardroom” session held in December 2025 with VP for Corporate Strategy and Risk Officer, Aileen Isidro. Similar initiatives are further discussed under the [Talented and Diverse People - Upholding People’s Health And Morale](#) section of this report.

To further improve employee engagement, Cebu Pacific, along with its parent company, JGSHI, co-designed and rolled out an Employee Listening Survey to establish a baseline measure of employees’ awareness and understanding of sustainability and its initiatives. The survey included insights from nearly a thousand employees of Cebu Pacific.

The survey results were overwhelmingly positive, revealing employees’ awareness of Cebu Pacific’s sustainability initiatives, and the alignment of their personal values with sustainability.

The survey also provided insight on employee sentiments on sustainability, and it provided an avenue for employees to suggest sustainability initiatives that they personally resonate with. Cebu Pacific will use the results of this survey to develop a long-term sustainability internal engagement strategy to ensure that sustainability is deeply embedded in its culture, from the top down to the individual employee.

Fleet

Since 2023, Cebu Pacific has been aggressively modernizing its fleet, transitioning from older Airbus Current Engine Option aircraft to the more fuel-efficient Airbus neomodels. In line with this transition, in 2024, Cebu Pacific made a historic, landmark acquisition of up to 152 A321neo and A320neo aircraft, scheduled for gradual delivery up to the 2030s. This fleet expansion doubles as a core decarbonization strategy, as these next-generation aircraft deliver 15% to 20% more fuel efficiency than their predecessors. In 2025, Cebu Pacific avoided an estimated 251,543 tCO₂e of flight emissions as a result of this transition.

Metric	Target	2023	2024	2025
Number of neo aircraft	All neo aircraft by 2030	38	51	58
% of neo aircraft in fleet	100%	43%	52%	58%

Metric	2023	2024	2025
Jet fuel saved from transition to neo (tonnes)	51,162	65,039	79,602
Estimated GHG emissions avoided from transition to neo (tCO ₂ e)	161,671	205,525	251,543

The new neo aircraft are now deployed on high-demand domestic routes like Manila to Panglao, and Puerto Princesa, improving Cebu Pacific’s domestic network and increasing inter-island connectivity. It is on track to receive seven new neo aircraft in 2026, as part of its fleet expansion to support growing travel demand and network growth.

Fuel

Fuel is the largest contributor to an airline’s GHG emissions, and therefore holds the greatest potential for decarbonization. Cebu Pacific has adopted industry best practices focused on fuel efficiency, weight optimization, and data-driven decision-making, as well as initiatives to ensure cleaner fuel burn, minimizing carbon emissions in flight operations.

Fuel efficiency (in pax-km/L)

Metric	2023	2024	2025
Fuel efficiency (pax-km/L) ^a	33	34	33

^a Fuel efficiency data for 2023 and 2024 have been restated after refining the calculation method, ensuring the alignment of RPK values with the ICAO definition.

Aviation Initiatives for Fuel Efficiency

Cebu Pacific has implemented weight reduction initiatives across the fleet, including paperless cockpit manuals and launching of the electronic flight bag to replace bulky documents and facilitate easier reference for pilots.

It has also increased adoption of fuel-saving procedures such as Single Engine Taxi-In and Out and the Continuous Descent Approach. As an additional fuel-saving measure, it also optimizes the extra fuel on-board without compromising safety and compliance with industry standards and regulations.

To further improve fuel efficiency, Cebu Pacific has integrated the use of the SkyBreathe® MyFuelCoach application to enhance pilot awareness and post-flight feedback on fuel-saving behaviors. With this application, pilots are able to review outlier flights with high fuel burn, receive coaching using post-flight analytics, and increase collaboration with dispatch and flight operations to revise Operational Flight Plans for fuel-optimized routes. Monthly performance is shared to encourage and continue fostering a fuel-efficient culture.

The Airline Group monitors fuel burn per flight and compliance with fuel-saving best practices using the SkyBreathe® Fuel Management System. The Fuel Committee meets regularly to review implemented initiatives and adjust thresholds as needed to align with Cebu Pacific’s operational requirements.





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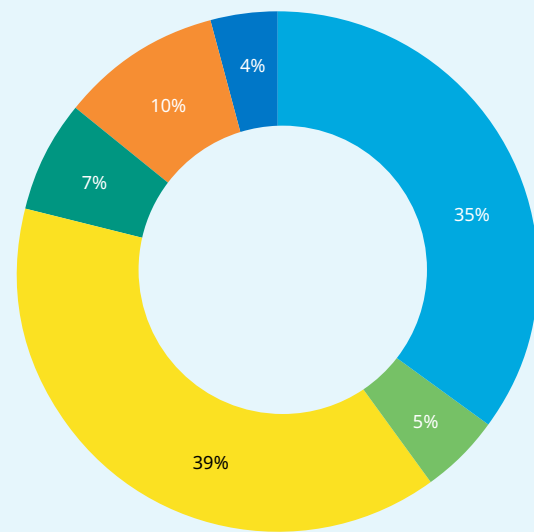
Jet fuel saved from fuel efficiency initiatives

103-5

	2023	2024	2025
Total jet fuel saved (tonnes)	7,766	10,027	11,051



Contribution of each initiative to total jet fuel saved (2025)



- Continuous Descent Approach
- Idle Reverse Thrust
- Single Engine Taxiing
- Optimized Fuel Load
- Reduce Acceleration Altitude
- Reduced Flaps at Landing

Greenhouse gas (GHG) emissions avoided from fuel efficiency initiatives (in tCO₂e)

Initiative	2023	2024	2025
Continuous Descent Approach	9,230	10,842	12,101
Single Engine Taxiing	4,491	3,919	1,862
Reduce Acceleration Altitude	6,327	10,181	13,744
Idle Reverse Thrust	1,822	2,142	2,353
Optimized Fuel Load	2,175	2,981	3,567
Reduced Flaps at Landing	497	1,622	1,293

Aligning Actions with Goals

Cebu Pacific sets application targets for each of the best practices implemented, with the goal of achieving a measurable increase in the percentage of flights applying fuel-saving procedures. Three key results were observed from this initiative:

- Improved pilot compliance with fuel-saving practices, with application rates exceeding the set thresholds. For example, the compliance for Pilot Discretionary Fuel exceeded the set target of 45%, achieving a record high of 89% compliance in 2025.
- Significant reduction in discretionary fuel carried across the monitored routes.
- Enhanced engagement through MyFuelCoach, leading to behavioral change and operational savings.

Aside from promoting a fuel conscious environment and driving change through data transparency, providing pilots visibility into their performance metrics fosters accountability and encourages continuous improvement. Data-driven, actionable feedback, encourages the reinforcement of best practices and ultimately supports Cebu Pacific's goal of safer, cleaner skies for every Juan.

Improving Fuel Burn Efficiency through Proactive Maintenance

Scheduled Aircraft Door Gap Inspections

Scheduled inspections on aircraft door gaps help maintain aerodynamic smoothness by ensuring doors remain properly aligned with the fuselage, preventing airflow disruptions that increase drag and fuel burn. By keeping the drag low, the aircraft operates more efficiently, reducing fuel consumption and associated carbon emissions.

Predictive Maintenance: Engine Health Maintenance

Over time, contaminants accumulate on compressor blades and internal surfaces, degrading airflow efficiency, and increasing fuel burn. Performing regular core washes on the Trent 7000 helps restore compressor performance, resulting in measurable fuel burn improvements—often translating to savings across long-haul A330neo operations. By combining data-driven Engine Health Maintenance (EHM) insights with optimized core-wash schedules, Cebu Pacific aircraft can preserve engine efficiency, lower fuel consumption, and extend engine life while maintaining peak performance standards.

Engine Core Wash through Cyclean

Regular Engine Core Wash has significantly improved combustion efficiency, reducing emissions by approximately 80 tonnes of CO₂ per engine annually, or 2,240 tonnes across the A330neo fleet. In 2025, the program generated an estimated USD 5.34 million in potential revenue through quicker aircraft return-to-service—representing a 55% increase over the previous year.



Fuel Consumption and Scope 1 Emissions

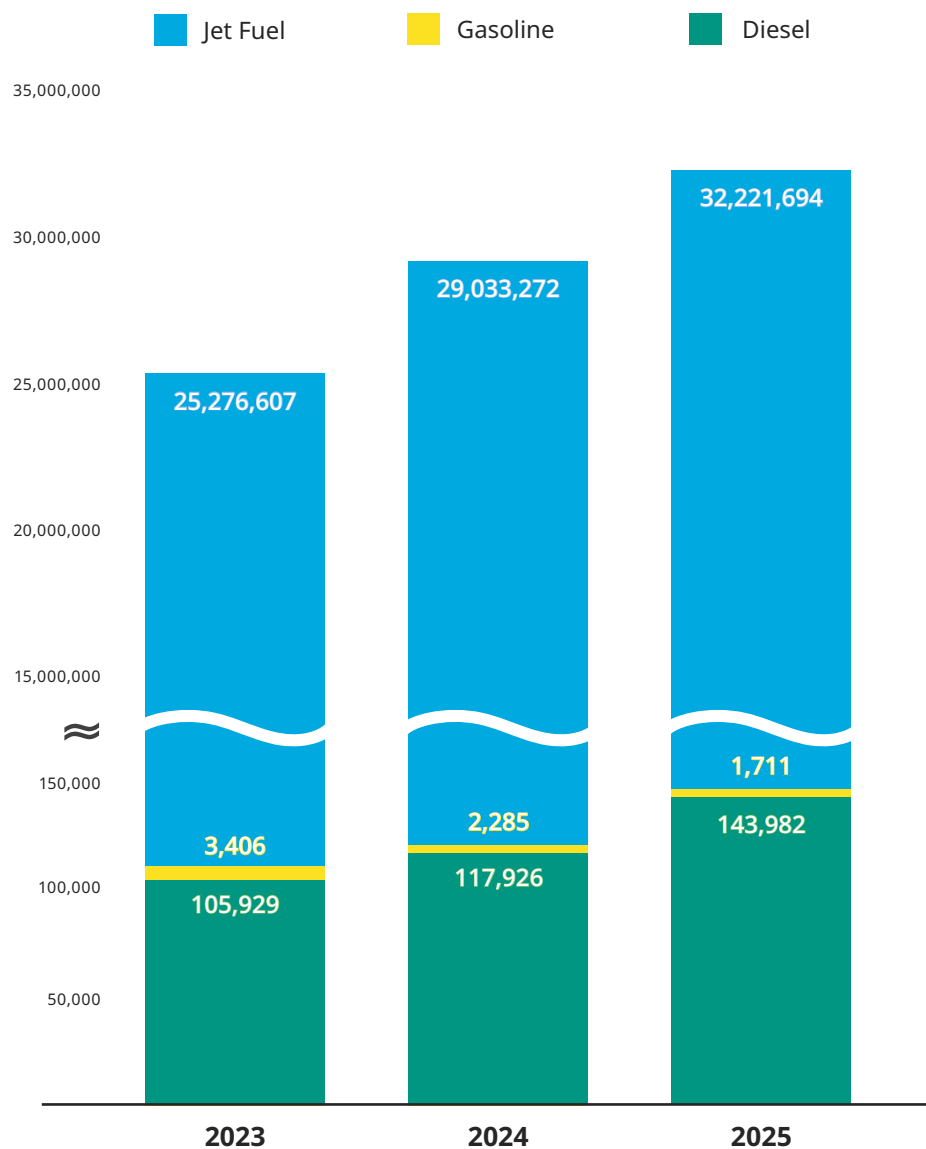
Cebu Pacific's Scope 1 emissions include those from domestic and international flight emissions (both passenger and cargo) and diesel and gasoline consumption by GSE and company-owned vehicles.

In 2025, Cebu Pacific delivered 169,407 flights, around 6% compared to the previous year. Heightened operations have resulted in increased absolute energy and fuel consumption, as Cebu Pacific pursues a steady fleet expansion and hub development. To offset these increases, it will continue

its ongoing efforts to pursue more efficient and conservative uses of both energy and fuel. It will also continue investments into a more fuel-efficient fleet, while closely integrating its ESG initiatives with its operations.

Continued fleet modernization resulted in a decrease in flight emissions intensity per ASK in 2025. However, the intensity per RPK increased slightly, due to the decrease in seat load factor.

Fuel Consumption by Source (in GJ) 103-2



Type	2023	2024	2025
Jet fuel	25,276,607	29,033,272	32,221,694
Diesel	105,929	117,926	143,982
Gasoline	3,406	2,285	1,711
Total Fuel Consumption	25,385,942	29,153,483	32,367,387

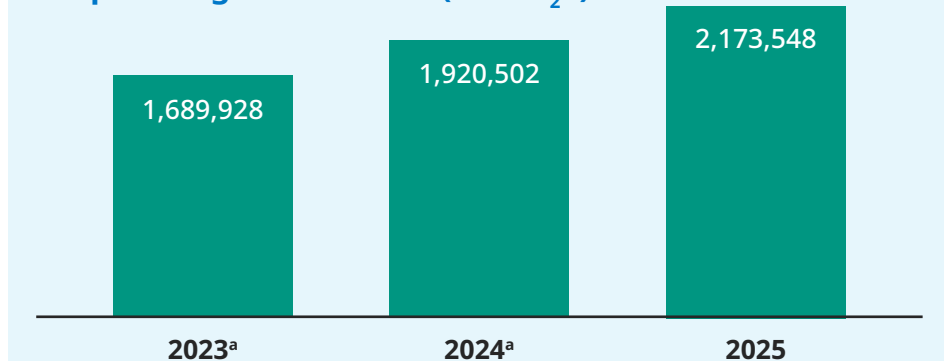
Fuel Consumption by Activity (in tonnes)

Activity	2023	2024	2025
Specific Fuel Consumption for Passenger Transport (Liters/100 passenger-kilometers)	3.29	3.21	3.20
Specific Fuel Consumption for Cargo Transport (Liters/TKT) ^a	0.72	0.13	0.05

^a TKT refers to tonne-kilometers transported.

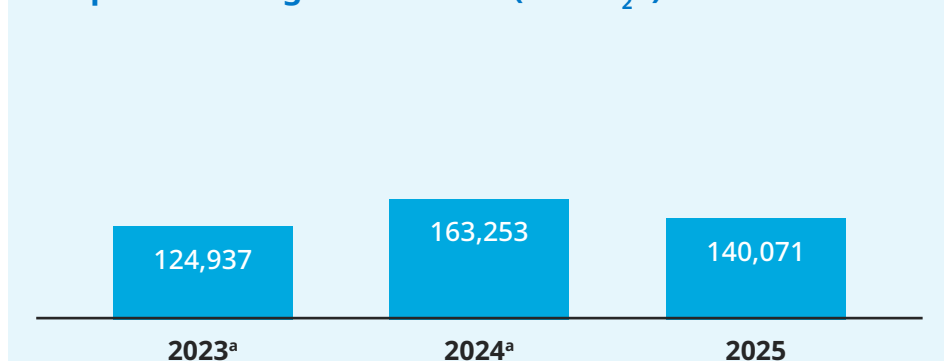
Scope 1 Greenhouse Gas (GHG) Emissions (in tCO₂e) 102-5, 102-8, 2-4

Scope 1: Flight emissions (in tCO₂e)



^a Scope 1 - Flight emissions data for 2023 and 2024 were restated after refining the coverage of data within the monitoring system.

Scope 1: Non-flight emissions (in tCO₂e)



^a Scope 1 - Non-flight emissions data for 2023 and 2024 were restated to include jet fuel emissions on ground, in addition to emissions from company-owned vehicles and GSE.

Metric	2023	2024	2025
Flight emissions intensity for passenger transport			
gCO ₂ e/ASK	77.0	75.3	75.7
gCO ₂ e/TKT	61.3	62.1	61.2
Flight emissions intensity for cargo transport			
gCO ₂ e/FTK ^a	1.37	0.94	1.47

^a Freight tonne kilometer

Note: Reported figures for 2023 and 2024 have been restated after refining the calculation method, ensuring alignment with the ICAO definition.



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Footprint

While Scope 1 aircraft emissions account for the majority of the Airline Group's GHG profile, Cebu Pacific also implements strategies to control its Scope 2 and Scope 3 emissions. The Footprint pillar outlines a strong approach to decarbonization focusing on vehicle electrification and the transition to renewable energy.

Future Investments into an All-Electric Fleet: Promoting the Use of Electric GSE

Another major milestone of Cebu Pacific's commitment to decarbonization was marked by the historic completion of the Philippines' first all-electric aircraft turnaround at MCIA on May 20, 2025.

This initiative was done in partnership with Aboitiz InfraCapital Cebu Airport Corporation (ACAC) and TLD Asia, a provider of electric GSE. The turnaround was done for Flight 5J566, which was operated with an A321neo, using only zero-emission electric baggage tractors, loaders, pushback vehicles, and bridge-mounted units.

MCIA is planning to support further adoption by building common-use charging stations for electric GSE to enable more airlines to transition to electric operations.

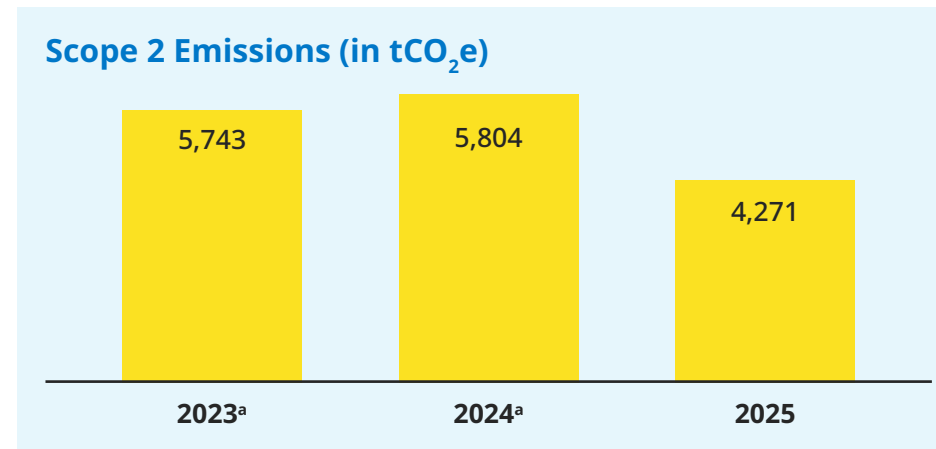
Electricity Consumption (in GJ) 103-2

Type	2023	2024	2025
Electricity ^a	29,502	31,210	32,564

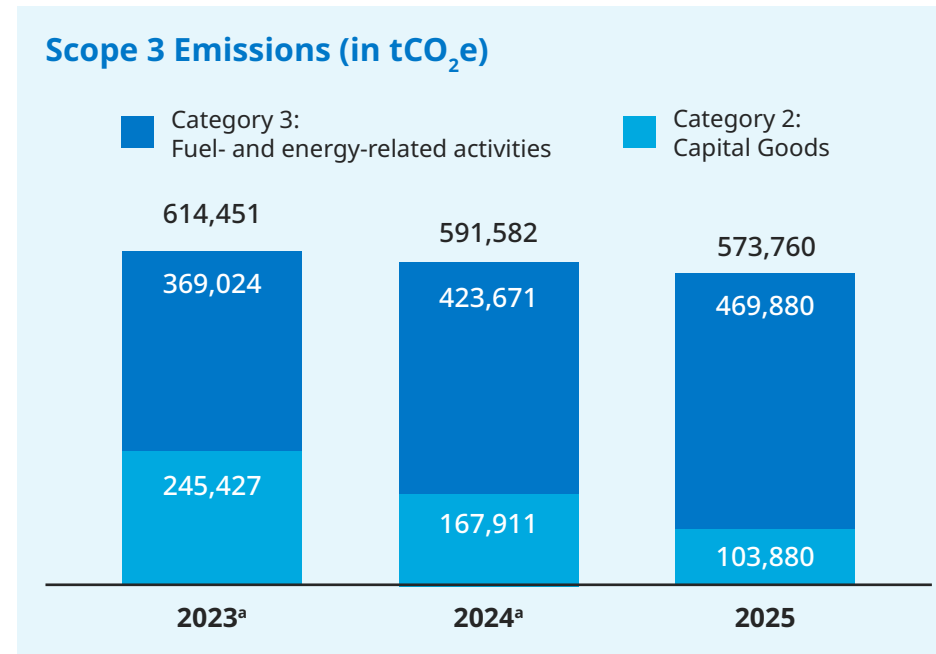
^a Data for 2023 and 2024 has been restated due the application of new internal reporting rules.



Scope 2 and Scope 3 GHG Emissions (in tCO₂e) 102-6, 102-7, 2-4



^a Scope 2 emissions data for 2023 and 2024 has been restated, following the application of new internal reporting rules for electricity consumption.



^a Scope 3 emissions data for 2023 and 2024 have been restated based on a reassessment of Cebu Pacific's material categories. The scope now only includes Category 3 (Fuel- and Energy-related Activities) and Category 2 (Capital Goods).

In the 2025 Cirium Emissions Review, Cebu Pacific earned a place among the airlines with the lowest CO₂ emissions, ranking 18th globally—standing as one of the leaders in pursuing sustainable aviation practices.



Wider Reach, Smaller Footprint: Leading the Movement to Low-Carbon Flights

In the 2025 Cirium Emissions Review, Cebu Pacific earned a place among the airlines with the lowest CO₂ emissions, ranking 18th globally—standing as one of the leaders in pursuing sustainable aviation practices.

#18 in the world with lowest emission per ASK

The Cirium Flight Emissions Review is an annual aviation report that ranks airlines based on their CO₂ emissions per available seat kilometer (ASK), using rigorous data from over 2,000 sources and the EmeraldSky methodology for accuracy. It highlights top-performing, most improved, and segment-specific airlines (short, medium, long haul) to show significant efficiency gains in aviation, with recent reviews noting major improvements despite increased flight volumes.

This review serves as a crucial benchmark for industry sustainability, offering transparent, data-backed insights for airlines, airports, and stakeholders aiming for decarbonization goals. Apart from recognition, Cebu Pacific's decarbonization initiatives reaffirm its commitment to the long-term viability of the air travel industry by balancing economic growth with environmental responsibility.

As Cebu Pacific celebrates 30 years of flights, its Cirium score represents its dedication to lowering its carbon footprint, and a promise to keep those initiatives going as it continues to move forward.

Driving Sustainable Impact

In addition to the sustainable infrastructure initiatives, Cebu Pacific also pursues renewable-powered facilities, electrified ground equipment, and financing structures tied to emissions performance. An approach like this ensures that Cebu Pacific is always aligned with its sustainability goals without compromising its growth—a key concern as it strives to keep up with the demand for accessible air travel.

Cebu Pacific ensures that its sustainability initiatives extend beyond its airborne fleet. It continues to form partnerships and pursue investments that ensure its decarbonization goals are evenly advanced across all its different areas of operations.

- **Electrification:** Cebu Pacific acquired 27 electric baggage tractors in 2025, delivered in batches from July to September. This increases the number of Cebu Pacific’s existing electric tractor units from 13 to 30, improving the fleet’s efficiency while reducing emissions.
- **Renewable Energy Transition:** Cebu Pacific continues its partnership with ACEN Renewable Energy Solutions, having transitioned to 100% renewable energy in the Aplus and Juan buildings starting in 2024. These buildings are critical to daily operations, maintenance works, ground handling, and catering functions.



SAF Consumption from Delivery Flights (in GJ)

Type	2023	2024	2025
SAF	1,221	799	854

In addition, the use of SAF for aircraft deliveries helps mitigate emissions in Cebu Pacific’s upstream value chain. This is part of its effort toward using SAF where economically feasible, with the ultimate goal of utilizing SAF across its commercial network.

Finance

Cebu Pacific has taken significant steps towards integrating financial performance with sustainability efforts. This ensures that its ESG initiatives are closely aligned with profitability strategies, leading the way to a new era of sustainable aviation.

For Cebu Pacific, sustainable financing is not only a cost-effective strategy, but also a commitment towards reducing its negative impact on the environment. By tying sustainability with growth, Cebu Pacific ensures that it can meet its financial goals without compromising on its commitment to making flights more sustainable.



Advancing Decarbonization Goals with Sustainability-Linked Loans

As the first LCC in Southeast Asia to secure an SLL, Cebu Pacific continues to position itself as a regional leader in sustainable aviation. In 2024, the airline entered into a sustainability-linked lease deal to fund a brand-new A321neo aircraft, a critical step in its plan to transition to an all-neo fleet by 2030. Building on this, Cebu Pacific secured its second sustainability-linked loan for two spare Pratt and Whitney GTF™ engines in November 2025. The deal was arranged by Crédit Industriel et Commercial, Singapore Branch.

This second SLL scales Cebu Pacific’s upside from preferential interest rates and further reinforces its commitment to decarbonizing its operations.



Cebu Pacific joins the Net Zero Carbon Alliance

In 2025, Cebu Pacific joined the Net Zero Carbon Alliance (NZCA), the Philippine private sector’s leading multi-sectoral initiative toward achieving net-zero emissions by 2050. The NZCA provides its partners with a structured roadmap to net zero — including best practices in emissions reduction and tracking, capacity-building programs, and access to green financing — enabling companies across industries to translate climate commitments into measurable action. For Cebu Pacific, this membership directly supports its alignment with the ICAO Long-Term Aspirational Goal (LTAG), which calls for net-zero carbon emissions from international aviation by 2050.

By participating in the alliance, Cebu Pacific gains access to cross-industry expertise while contributing to a collective accountability framework that strengthens the credibility and rigor of its own decarbonization roadmap.



Waste Management And Sustainable Resource Use

3-3, 306-1, 306-2

Alongside its decarbonization initiatives, Cebu Pacific manages its other environmental impacts by controlling water consumption, enhancing waste segregation and recycling practices, and pursuing more resource-efficient ground and in-flight operations.

Waste Management

Cebu Pacific's waste streams originate from its head office, in-flight services, and technical maintenance. These include administrative refuse, in-flight catering and cabin waste, cargo packaging and dunnage, ramp-generated industrial waste, and aviation components reaching their end-of-life stage.

To manage these impacts, Cebu Pacific operates a Materials Recovery Facility (MRF) at its Airline Operations Center Head Office to collect and sell recyclables. The airline has phased in biodegradable wooden cutlery for all flights departing Cebu and Clark, Cebgo domestic and regional routes from Manila, and all long-haul operations. This is complemented by an On-Board Plastic Bottle Segregation Program, where cabin crew collect bottles for recycling.

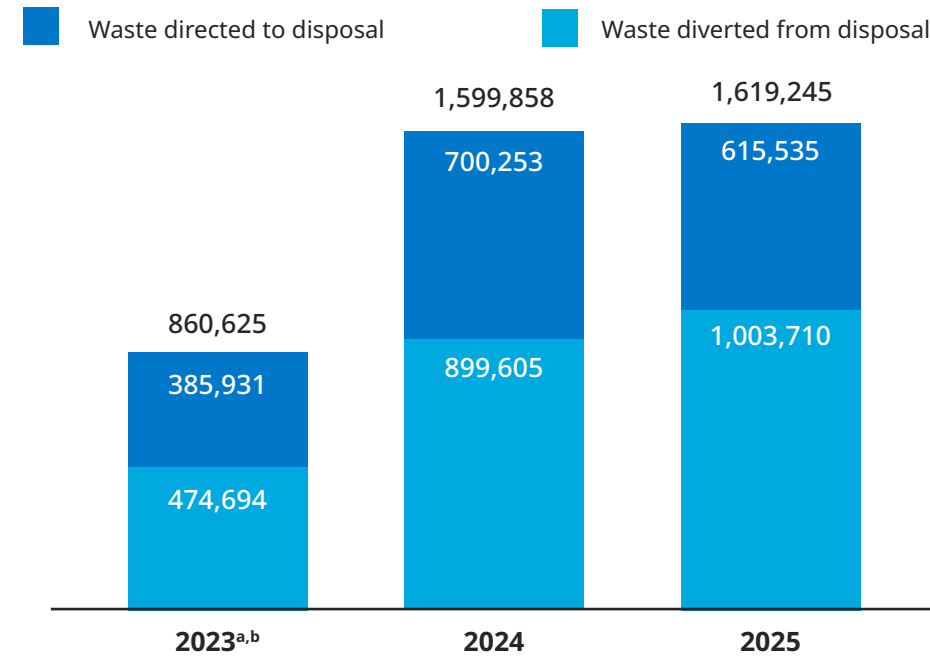
Since 2023, Cebu Pacific has partnered with New Leaf Waste Solutions Co. for waste collection and further on-site segregation. Recyclable materials collected are processed by New Leaf into pellets and flakes for use in textile production.

All other aviation-related wastes are managed under a strict policy of waste minimization and upcycling, ensuring third-party collectors maintain full regulatory compliance.

Cebu Pacific (as a part of the Gokongwei Group collective) complies with the Extended Producer Responsibility (EPR) Act of 2022. The Corporate Sustainability Manager is the designated officer for Cebu Pacific's EPR compliance.

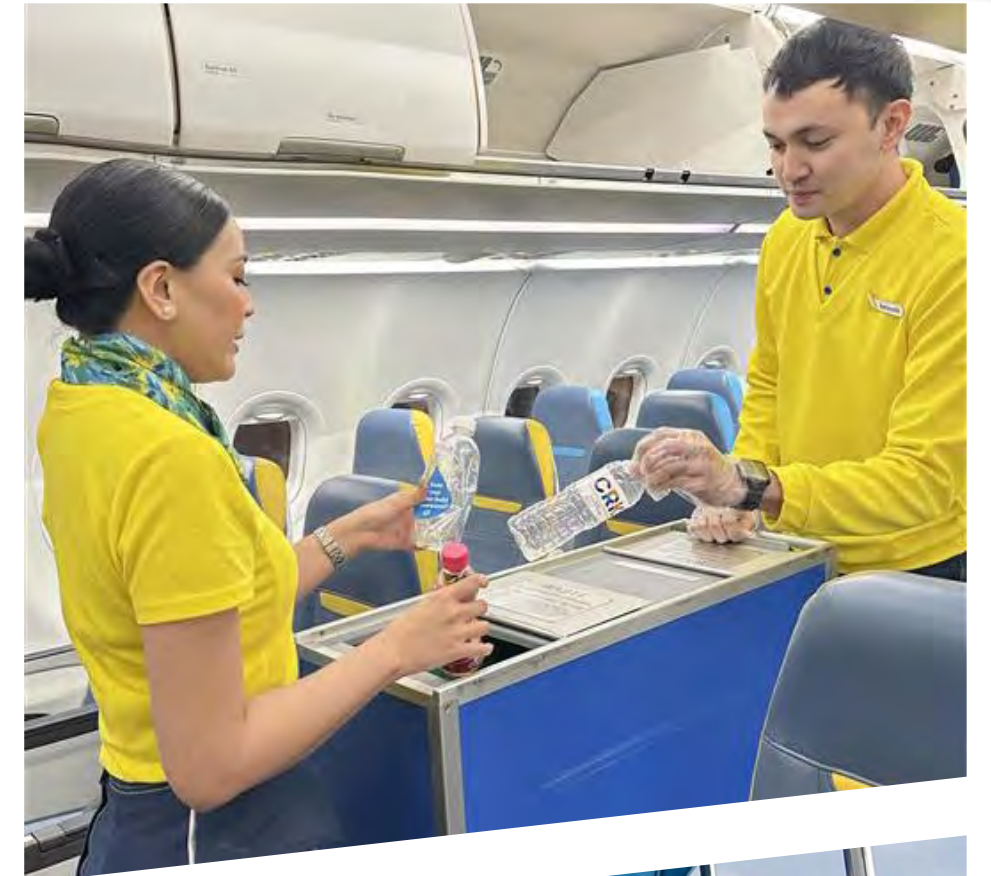
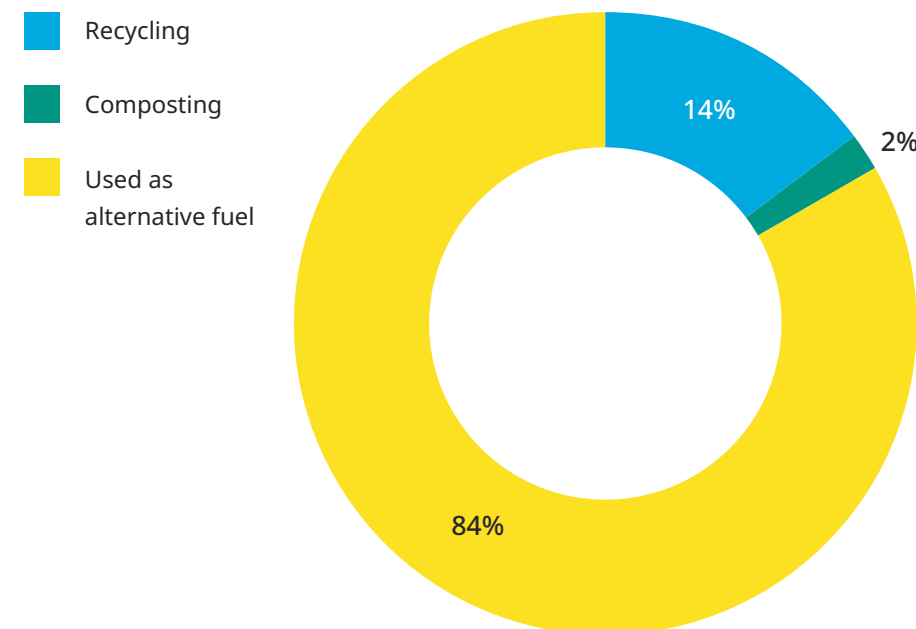
Waste Management Data (in kg)

306-3, 306-4, 306-5, 2-4



^a Data for 2023 covers only the second half of the year. Data collection began mid-year, when Cebu Pacific started its partnership with New Leaf.
^b Waste diversion and disposal data for 2023 has been restated from the previously reported figures, due to the reclassification of hazardous waste transported by haulers as disposal rather than diversion.

Waste diverted from disposal (2025)



Cebu Pacific's generated waste in 2025 increased by 1.2% compared to 2024. Notably, waste directed to landfills decreased by 12.1%, alongside an 11.6% increase in waste diverted away from landfills. These are promising results from Cebu Pacific's waste management initiatives, supported by significant improvements in data collection and organization. It will continue to improve its monitoring capabilities and use the findings to implement a more robust waste management policy across all its operations moving forward.

Aviation Waste

Cebu Pacific believes that it can create value for our shareholders and society, by doing business in ways that specifically help address global and local issues, proactively identifying opportunities to link its business activities to impactful actions.

End-Of-Life Practices For Scrapped Aircraft Parts

The Engineering and Maintenance departments collaborate to manage waste minimization from Cebu Pacific's operations until the end-of-life of its aircraft parts. Its Quality Assurance Maintenance Department (QA-MNT) and/or the Engineering & Fleet Management Safety, Standards, and Compliance (EFM SSC) also perform regular audits on third-party scrap haulers to assess the level of their compliance with aviation regulatory and environmental requirements.

Cebu Pacific's Maintenance and Engineering Handbook also includes a provision for upcycling, donation, and selection of scrap haulers, hazardous waste recyclers, treaters, and disposal companies to ensure compliance with aviation regulatory and environmental requirements. This helps mitigate the potential negative impact of scrapped, beyond economical repair (BER) parts ending up in landfills.

Scrapped and mutilated BER parts are either upcycled or sold to authorized scrap haulers, who in turn hand over these parts to another third-party to melt metals into blocks that can be reused.

The pollution control officer from Cebu Pacific's maintenance arm keeps a record of all scrapped BER parts handed over to scrap haulers, which includes corresponding disposal approval forms per pick up of hauled scrapped BER parts.



All scrapped BER parts are properly documented through scrap tags, disposal approval forms issued by Cebu Pacific, and scrap certifications for mutilation from the scrap haulers.

The EFM Scorecard includes the following metrics:

- Proper Disposal Management at 2.0%:
- Recycling/Upcycling Initiatives 1.0%
- Adopting Eco-effective methodologies 1.0%

As of December 2025, approximately 3,531 kg of rotatable, BER, or scrapped parts have been prevented from ending up in landfills.

Special/Hazardous Waste (Fuel)

Hazardous waste is a major byproduct of Cebu Pacific's operations. It pursues a strict policy for the management and disposal of any hazardous waste, avoiding any serious health and safety risks. This monitoring is also extended to any third-party contractors, ensuring that any unlawful discharges are avoided.

Cebu Pacific's Admin and Facilities Department, under the supervision of the Pollution Control Officer, manages all hazardous waste. Cebu Pacific partners with accredited Treatment, Storage, and Disposal (TSD) facilities for proper waste treatment, ensuring that all hazardous waste is properly treated before disposal.

Cebu Pacific ensures that all Jet A1 Fuel in circulation is properly evaluated and tested prior to delivery to aircraft. With fuel noted for disposal, it ensures that the third-party transporters and treaters are duly capable and accredited by the authorities to avoid mishandling that may affect the public or the environment.

While there are no specific policies on the disposal of hazardous fuel waste such as contaminated fuel and those defueled from aircraft, Cebu Pacific's Fuel team strictly follows the provisions indicated under RA 6969 or the Toxic Substances and Hazardous and Nuclear Wastes Control Act, which is directly implemented by Department of Environment and Natural Resources-Environmental Management Bureau (DENR-EMB).

The Fuel team ensures a quarterly pull-out schedule of contaminated and drained Jet A1 fuel. Cross-contamination and storage issues are avoided by downgrading the majority of waste fuel as commercial kerosene prior to its sale to accredited third-party transporters.

Storage (container/drums/trucks) for drained and contaminated fuel are readily available and properly segregated, with drained fuel from refuelers, bridgers, and service tanks collected in fast flush tanks. All good fuel is pumped back to the recovery tank, quarantined, and is then subject for testing. If passed, it is transferred to a storage tank. As of 2025, the goal is to limit quarterly collection to three drums of waste, with the rest of the collected fuel can be processed and stored in the recovery tank.

Defueled products from load adjustment and maintenance of aircraft are stored in empty containers as contaminated fuel and are not to be returned to any aircraft. The 5J Aircraft Maintenance team is constantly aware and ready to address fuel contamination during regular and unscheduled maintenance checks.





Sustainability Takes Flight with CRK Onboard PET Bottle Segregation



After 30 years of operations, Cebu Pacific understands that it is small-scale actions that add up over time which make the most difference. While this policy primarily applies to how it manages its operations, its push towards more sustainable aviation practices has made it apply this approach to areas like its packaging initiatives.

To this end, Cebu Pacific continues to expand its Onboard PET Bottle Segregation program to include domestic and international flights operating in Clark. This is in continuation of the same initiative in Manila and Cebu hubs launched last September 2023 and July 2024, respectively.

For the first month since the launch, an estimated 101 kg (based on sales data) of PET bottles have been segregated on board. Segregated plastic bottles are being converted to new PET bottles, furniture, or eco-bricks by junk shops.

Eventually, CRK airport's accredited waste hauler will partner with PETValue, a state-of-the-art recycling facility which converts segregated PET bottles into food grade rPET (recycled PET) bottles.

This initiative reduces waste generated from air travel, improves recycling efficiencies, and contributes to CO2 reduction, thereby supporting Cebu Pacific's broader environmental conservation goals.

Chromate-Free Paint on A330neo Fleet to Manage Other Air Pollutants

In 2025, Cebu Pacific started to operate three A330neo aircraft (RP-C3909, RP-C3910, and RP-C4143) finished with chromate-free paint. This initiative eliminates the use of hexavalent chromium (Cr⁶⁺), a regulated carcinogen. By using these paints, Cebu Pacific significantly reduces hazardous waste, protects personnel from toxic exposure, enhances environmental compliance, and supports the aviation industry's broader sustainability objectives.

Food, Packaging, and General Waste

Apart from aviation waste, Cebu Pacific also generates considerable waste in other areas of its operations. To reduce its general waste, Cebu Pacific has implemented a comprehensive waste reduction strategy in three key areas: food, packaging, and general waste. From its own measurements, the above areas tend to generate the most waste, but are also the areas that it has most control over.

Cebu Pacific implements a policy on the control of non-conforming products and equipment for its Catering (CNS) department. This procedure covers the responsibility of CNS personnel and management with regard to the disposal of non-conforming products and equipment within the catering facility in Manila and other hubs, allowing it to monitor and better manage its food waste.

Food waste reduction directly ties into more effective cost-saving initiatives, ensuring that Cebu Pacific is able to stick to its strict fiscal policy. It implements the following policies to reduce its food waste:

- **Pre-ordered Meals**
 - » Having an estimate of the number of meals to be served allows Cebu Pacific to control its food allocation for flights, while ensuring a buffer allocation for last-minute orders and on-board purchases. This balances food waste management with customer satisfaction.
- **Return to Vendor (RTV) arrangement**
 - » Through this initiative, good-quality surplus food is returned to the vendor to prevent unnecessary food waste. Food quality is maximized through clear handling protocols and return conditions, as well as optimized pick-up schedules.

- **In-house selling**
 - » Surplus food is also subject to in-house selling to prevent food waste. The safety of food products is ensured through clear quality and shelf-life standards.
- **NGO Donation**
 - » Good-quality surplus food is donated to accredited, vetted partner NGOs. The process follows strict safety protocols, in accordance with partner organizations' own food donation safety standards. Regular pickups and monitoring are scheduled.
- **Monitoring of food loss and generated waste**
 - » Food loss and generated waste are monitored monthly based on consumption/sales and equivalent product or packaging weight. This way, Cebu Pacific can track the effectiveness of its food and general waste reduction initiatives.

Food Waste Data (in kg)

	2023	2024	2025
Waste and loss	11,944	17,922	17,478
Rescued	Not tracked	2,357	4,043

Packaging Waste Recycled (in tonnes)

Material	Composition	2023	2024	2025
Plastic	PET bottles	28	36	35
Paper	Mixed		12	9
Aluminum	Aluminum cans, aluminum foil	Not tracked	11	12



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Turning Food Surplus into Food Support

Cebu Pacific continues its efforts in reducing food waste by partnering with SOS Children's Village in Cebu to donate its food surplus from flights to children in need. Headed by Cebu Pacific's Catering & Sales (Cebu Hub) and SOS Children's Village Cebu, the project has provided 698 pieces (84 kg) of surplus pastries to the children of SOS in September 2025.

SOS Children's Villages is an NGO that provides a family-like environment for children who are orphaned or at risk of losing parental care. The Cebu village was established in 1979 and started caring for children around 1980. Their care includes not just food, but also education, healthcare, and overall holistic development.

This initiative continues to form a core component of Cebu Pacific's environmental strategy as it contributes toward food security and more sustainable food systems. Formalizing a program to handle surplus food responsibly allows it to minimize the amount of waste that ends up in landfills.

Moreover, Cebu Pacific donates pastries to reduce its waste footprint and turns what could be "waste" into meaningful aid. Regular weekly donations (100–300 pastries) make a sustained difference, showing how companies with perishable food surplus can create socially beneficial partnerships.

As the first Southeast Asian airline to partner with some of these organizations, Cebu Pacific hopes to demonstrate how surplus food can be managed responsibly, encouraging other aviation industry players to adopt similar sustainable practices.

Water Management

3-3, 303-1, 303-2

Cebu Pacific sources water from third-party providers for its administrative and operational needs. Water withdrawal is regularly monitored and reported.

A rainwater harvesting system is in place to mitigate reliance on municipal water supplies. Harvested rainwater primarily serves administrative functions, maintaining the requisite quality standards for operational use.

The installation of water meters in rainwater recovery and recycled water tanks continues to improve the measurement and monitoring of water consumption. The expansion of the Cyclean process to other aircraft and types of engines also presents an opportunity for water conservation.

Monthly meetings are held with the ESGC to review water withdrawal data and discuss any pressing water-related impacts and issues.

To manage effluents, Cebu Pacific operates a wastewater treatment system that efficiently processes 80 cubic meters of wastewater daily. Strict adherence to environmental regulations is ensured before discharge.

Wastewater quality sampling is conducted quarterly at the Airline Operations Center Head Office through a government-accredited partner, Intertek. Water quality parameters are tested to ensure adherence with the limits set in national effluent standards.

Discharges also comply with the standards set by the DENR-EMB, and the Laguna Lake Development Authority.

Water Management Data (in m³)

303-3, 2-4

Disclosure	2023	2024	2025
Water withdrawal ^a	66,946	84,755	82,546
<ul style="list-style-type: none"> Surface water, including harvested rainwater 	10,707	7,364	5,226
<ul style="list-style-type: none"> Third-party 	56,239	77,391	77,320
Water recycled ^b	15,060	16,130	16,200

^a Withdrawal data for 2023 and 2024 has been restated. This now includes surface water from rainwater harvesting, and third-party water data has been updated with more data from outstations.

^b Wastewater recycling data has been restated, excluding harvested rainwater and now covering only treated wastewater.

Reclaiming Wastewater

Cebu Pacific employs the Cyclean system to manage engine wash effluent, preventing environmental contamination at the airport and nearby water sources. A 40-liter collection unit captures runoff from the engine drain, ensuring that all maintenance washing activities meet the wastewater spillage prevention policy of NAIA T3.



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Building Juan Community

Cebu Pacific integrates responsible business practices and adaptability into its core strategy, driving resilient, long-term growth that accounts for evolving business landscapes, emerging risks, and stakeholder expectations.

Capital Covered

Intellectual

Guiding Principle

Impactful Innovation

Related Material Topics

- Corporate Governance
- Supply Chain Management
- Cybersecurity
- Customer and Data Privacy
- Digitalization
- Product and Service Innovation

Goals

Promote a more effective board and senior management oversight process

2025 Updates

- Meeting attendance rate: 96.3%

Uphold ethical conduct through robust policies and compliance with standards

- Compliance: 100%
- Directors, employees, and business partners to whom anti-corruption policies have been communicated: 100%

Resolution of identified high audit issues and effectiveness of control and oversight

- High audit issues closed: 71%
- High risks with mitigation plans: 81%
- Submission rate of risk registers from departments: 100%
- Data breaches and cybersecurity incidents: 0
- Complaints on customer privacy: 0

Support policies that advance sustainable aviation and industry growth

- Involvements/Membership in aviation- and business-related associations: 7



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Corporate Governance and Oversight

3-3

Cebu Pacific’s growth is steered by a robust governance framework, serving as a moral compass much like an aircraft’s flight instruments guide its path. This ensures that as it expands and reaches new heights, it remains resilient, transparent, and accountable, with innovation firmly anchored in sustainability, unwavering integrity, and safety.

Cebu Pacific’s Board of Directors approves and oversees Cebu Pacific’s strategic objectives, monitoring their implementation to ensure long-term viability and institutional strength. Practicing flexibility and being open to innovation enables the Board to ensure that policies remain effective and forward-looking.

Beyond Compliance

Cebu Pacific is determined to uphold the highest standards of corporate governance by consistently implementing practices that exceed minimum legal and regulatory requirements. These include the adoption of industry best practices, transparent and accountable decision-making, and the cultivation of a strong ethical culture.

All of its corporate governance policies are available on the [Cebu Pacific website](#).

Corporate Governance Policies

2-23, 2-24, 2-26

A Commitment to Integrity

Cebu Pacific’s commitment to integrity and good governance is exemplified by industry-best practices incorporated into its Governance Manual, Code of Business Conduct and Ethics, and other SEC Circulars aligned with related rules and regulations. These policies aim to safeguard stakeholder interests and maintain a fair working environment.

Components of Cebu Pacific’s policies on good governance are founded on these four key pillars:

- **Ethical Safeguards:** Anti-Bribery, Anti-Corruption, and Whistleblowing Policies uphold integrity
- **Operational Fairness:** Board Diversity and Conflict of Interest policies ensure that diverse perspectives inform decision-making and eliminate bias
- **Human Capital Management:** Succession Planning and Remuneration Policy considers stable employee transition and just compensation
- **Market Stewardship:** Strict Insider Trading and Material RPT policies protect investors’ and the public’s interests

Cebu Pacific’s Corporate Governance Manual assigns to its Board the responsibility for ensuring the presence and adequacy of internal control mechanisms and systems of good governance within it. In addition, the Board is responsible for establishing a suitable framework

for whistleblowing that enables employees to raise concerns about illegal or unethical practices without fear of retaliation. It is also the Board’s responsibility to ensure that employees have direct access to an independent member of the Board or to a unit responsible for handling whistleblowing concerns.

The Board is assisted by its Audit Committee, which ensures that Cebu Pacific’s internal control systems are in place and operating effectively, in accordance with the Audit Committee Charter.

Beyond formal rules, Cebu Pacific actively promotes a deep-seated ethical culture through comprehensive training, a clear code of conduct, and robust mechanisms for confidential reporting, which fortify internal controls and risk management.





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Communication and Training About Anti-Corruption Policies and Procedures

205-2

Cebu Pacific’s Anti-Bribery and Corruption (ABC) Policy outlines its stance, objectives, and specific protocols regarding various forms of corruption, bribery, extortion, and improper payments. The Policy covers all of its business activities and applies to members of the Board of Directors, all employees, and third parties engaged by it.

The Policy is thoroughly integrated into Cebu Pacific’s operations, with its positive outcomes managed under standard operating procedures (SOPs). It is also communicated to employees through understandable guides that incorporate real-life scenarios and practical examples relevant to employees, such as the ABC Digest.

Training and communication on ABC are conducted through the ABC Digests, which are distributed biannually to all employees in Cebu Pacific and its subsidiaries, including the Board of Directors and Management. These are also made available via the Learning Management System.

The full ABC Policy is available on the corporate website and through [this link](#).



Disclosure	2023	2024	2025
Communication to:			
Board Members	100%	100%	100%
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Rank and File	100%	100%	100%
Business Partners, including suppliers, agents, among others	100%	100%	100%
Training provided to:			
Board Members	100%	100%	100%
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Rank and File	100%	100%	100%
Business Partners, including suppliers, agents, among others	100%	100%	100%

Conflicts of Interest

2-15

Cebu Pacific’s Conflicts of Interest Policy requires employees to avoid conflicts of interest, encouraging them to be conscious of situations that may involve personal gain or benefit.

The Board of Directors is responsible for ensuring that appropriate corporate governance policies are established and effectively implemented, including those addressing conflicts of interest. In accordance with Cebu Pacific’s Corporate Governance Manual, the Board oversees the identification, review, and management of conflict-of-interest situations to safeguard the integrity of decision-making processes. The Board, through the Audit Committee, monitors the effectiveness of internal control systems and governance mechanisms.

Cebu Pacific ensures the disclosure of relevant information to stakeholders, including cross-board membership, cross-shareholding with suppliers and other stakeholders, the existence of controlling shareholders and related parties, their relationships, transactions, and outstanding balances.

Individual directors are responsible for fair dealings and disclosing potential conflicts in accordance with Cebu Pacific’s Code of Business Conduct and Ethics.

Environmental Compliance

2-27

Through its Environmental and Social Policy, Cebu Pacific has committed to regulatory compliance, consistent monitoring, and transparent reporting of data in these critical areas of business sustainability.

The ESGC monitors Cebu Pacific’s environmental compliance and performance and upholds its commitment to applicable regulatory requirements. The ESGC is responsible for addressing identified issues and ensuring that any reported concerns are fully investigated and negotiated.

Disclosure	2023	2024	2025
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	0	0	0
Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0	0	0
Number of cases resolved through dispute resolution mechanism	0	0	0

Board Policies

Board Nomination and Election

2-10

The CG Committee, composed of the three Independent Directors, manages the Board nomination process.

Following the Amended By-Laws and Nomination Policy:

- Nominations must be submitted in writing to the Corporate Secretary not earlier than 30 nor later than 20 business days prior to the stockholders' election meeting.
- Only stockholders of record who are entitled to vote are qualified to be nominated and elected.
- The candidate must qualify as a director under the Corporation Code, Securities Regulation Code, and relevant SEC rules.
- The CG Committee pre-screens and shortlists candidates based on the qualifications and disqualifications defined in Cebu Pacific's Corporate Governance Manual and SEC Circulars.

The Amended By-Laws also provide for the qualifications and disqualifications of Independent Directors, including the requirement to be free from business or other relationships that could materially interfere with independent judgment.

For this purpose, both controlling and noncontrolling shareholders shall have the right to nominate candidates for election to the Board of Directors, subject to compliance with the applicable qualification and disqualification criteria set forth in Cebu Pacific's Corporate Governance Manual and relevant regulations.



Remuneration

2-19

Cebu Pacific's approach to remunerating directors and key management personnel is detailed in its Succession Planning and Remuneration Policy. The CG Committee oversees the remuneration process and acts as the recommending body, with the Board of Directors having final approval authority.

The remuneration of executive directors and senior executives is generally composed of fixed remuneration, benefits, and long-term incentive plans. It is also linked to their objectives and performance in relation to Cebu Pacific's value creation and the management of impacts, risks, and opportunities.

Designation	Remuneration Policy
Non-Executive Directors (including Independent Directors)	Fixed remuneration shall be set to reflect the time commitment and responsibilities of the role.
Executive Directors	Remuneration may be a combination of a fixed monthly salary (as approved by the Board) and variable pay based on Cebu Pacific's and the individual's performance. The CG Committee may consider aligning the Key Executives and Board remuneration with the longer-term interests of Cebu Pacific and its shareholders.
Key Management Personnel and Senior Management Team	The compensation structure may consist of a fixed salary component and variable performance-based compensation. The structure is designed to help Cebu Pacific attract and retain top talent with a long-term perspective.

Performance Evaluation

2-18

Members of the Board conduct collective and individual performance assessments annually, through a Board Assessment Review initiated by the CG Committee. Results of the Board and Committee Assessments are presented to the CG Committee and circulated to the Board for their feedback and confirmation.

A more in-depth evaluation is also facilitated by an external party every three years to ensure independent and objective oversight. This evaluation aims to measure the Board's effectiveness, identify areas for improvement, and strengthen governance practices in alignment with industry best practices and regulatory expectations. The last external assessment was conducted in 2024 by the Good Governance Advocates and Practitioners of the Philippines (GGAPP). It is due to be conducted again in 2027.

The results of the Board's annual and triennial evaluations serve as a foundation for continuous improvement in governance practices, such as increasing engagement and training, and enhancing transparency and accountability.



Long-Term Supply Chain Resilience and Due Diligence

3-3

Cebu Pacific is committed to fair supplier selection, compliance with aviation regulations, and ensuring that procurement practices support operational reliability and accountability. These commitments not only safeguard it from potential legal liabilities, but ensure a healthy supply chain across all areas.

Supply Chain Resilience

Supply chain resilience is inherently linked to the relationship that Cebu Pacific cultivates with its suppliers. In 2025, it strengthened its supply chain resilience through long-term maintenance contracts, expanded repair partnerships, and integrated parts supply solutions with several third-party contractors.

These initiatives are meant to reduce disruptions, improve parts availability, and ensure aircraft uptime as Cebu Pacific's network and fleet continue to grow—which also helps it to maintain a high level of service for its passengers.

Supplier Accreditation

2-23, 2-24, 308-1, 409-1, 414-1

Cebu Pacific manages its network of suppliers through various methods, including a supplier accreditation process, quarterly performance reviews, and oversight by the Quality Assurance (QA) team. Its Vendor Compliance Addendum, released in 2024, also requires its suppliers to abide by its standards on labor, occupational health and safety, grievance mechanisms, anti-bribery and anti-corruption, and environmental laws and regulations. These help ensure suppliers meet regulatory standards, reduce risks to operations, mitigate ESG risks, and maintain the integrity of Cebu Pacific's sourcing practices.



To strengthen its ability to evaluate supplier ESG performance, Cebu Pacific's Procurement team also participated in external ESG audit training in 2025 with Bureau Veritas, enhancing internal knowledge to better assess suppliers' alignment with sustainability, social, and governance standards.

Its supplier accreditation process is guided by the Supplier Accreditation Policy. This ensures that new vendors undergo due diligence by reviewing their commercial, financial, technical, and ESG qualifications. The accreditation criteria cover quality and reliability, timeliness, rapport, price competitiveness, the ability to provide prototypes, samples/proof before ordering, and the ability to replace rejects, and product inventory. Various stakeholders are involved in the overall review.

Accredited suppliers and contractors undergo the Newly Accredited Suppliers Orientation Program (NASOP) to ensure alignment with Cebu Pacific policies. To ensure that suppliers remain compliant, random on-site visits and performance evaluations are periodically performed. When issues occur, suppliers are required to provide explanations and corrective actions. Quality-related concerns may be escalated to the Quality Assurance (QA) team, which has the authority to suspend suppliers if necessary. This process helps maintain accountability, safeguard operations, and prevent recurring issues.

Positive impacts are strengthened through long-term supplier partnerships, recognition of high-performing vendors, and the promotion of reliable sourcing practices. Given this, Cebu Pacific works closely with trusted suppliers to build resilience and efficiency in its supply chain.

The goals are to strengthen supplier performance, ensure timely issue resolution, and maintain proper liquidation of Cash in Advance (CIA) transactions. Indicators include supplier ratings (TAT), dispute resolution timeliness, and compliance with procurement and financial governance requirements. Effectiveness is tracked through procurement KPIs such as supplier performance evaluations, monitoring of order dispute resolution timelines, and tracking liquidation of CIA transactions. These provide a clear view of supplier reliability and governance compliance.

Cebu Pacific's preventive and monitoring measures have proven effective, with most suppliers maintaining acceptable performance levels. Dispute

resolution processes have been streamlined, and CIA liquidation practices remain in line with governance standards. These demonstrate steady progress in strengthening supplier accountability and procurement reliability.

Lessons learned include the importance of early supplier evaluation, consistent monitoring, and clear escalation processes when issues arise. These insights have been integrated into procurement policies through the reinforcement of accreditation requirements, improvement of documentation, and maintenance of stronger coordination between Procurement, QA, and Finance teams.

Cebu Pacific's Supplier Accreditation Policy was not updated or changed in 2025, and continues to be the benchmark it uses to evaluate its suppliers. Additionally, Cebu Pacific's accreditation process for local suppliers is governed by the Corporate Supplier Accreditation Team (CORPSTAT) of its parent, JGSHI, which works alongside the Business Unit Supplier Accreditation Team (BUSAT) and is better equipped to review local and foreign suppliers.

Topics Covered by the Vendor Compliance Addendum

Health and Safety

Wages and labor compliance, including child labor, forced labor, and human rights

Anti-corruption policies

Environmental regulations and performance

Disclosure	2023	2024	2025
New suppliers that were screened using environmental and social criteria	100%	100%	100%

Procurement

Cebu Pacific strengthens governance in Technical Procurement by embedding transparency and accountability measures. Risk management is enhanced through a supplier accreditation and initial evaluation of ESG practices, while a culture of ethics and integrity is fostered by the Maintenance and Engineering Handbook (MEH). Governance oversight is further upheld through the monitoring of procurement KPIs, including supplier performance ratings, dispute resolution, and compliance with ethical sourcing.

Commitment to improving Cebu Pacific's procurement practices has led to the introduction and continued use of the Procurement manual, based on the technical evaluation and recommendations of internal end-users on the potential product for purchase. This ensures that Cebu Pacific is obtaining the right source of suppliers with better product, price, and service qualities, undertaken in an open and competitive selection process. Procurement activities include obligations for proper transaction documentation, fiscal responsibility, ethical behavior, government regulation adherence, and company bylaws and policies.

The Procurement team (trained in Purchasing, Ethics, Negotiation, and Strategic Procurement) is responsible for evaluating Cebu Pacific's various suppliers and partners. It is also responsible for maintaining Cebu Pacific's purchase and service order transactions, fulfilling a key role in documentation and risk management for Cebu Pacific.

There were no recorded changes or updates to the Procurement Manual in 2025, and Cebu Pacific continues to abide by its established procurement screening process for all suppliers.



Local and International Procurement

204-1

Cebu Pacific continues to support Filipino companies by purchasing what is available from local suppliers, contributing to local economic growth and job creation. In 2025, Cebu Pacific spent 52% of its procurement budget on local suppliers. This covers non-aircraft-related purchases, including ground service parts and services, catering, IT software and hardware, and safety and security services.

Disclosure	2023	2024	2025
Percentage of the procurement budget spent on local suppliers	62%	52%	52%

Cebu Pacific also deals with foreign suppliers for general purchases. The data reported above covers general procurement, including but not limited to:

- Support for ground service parts and services
- Catering
- IT software and hardware
- Safety and security services
- General supplies
- Marketing campaigns
- Inflight products
- Cargo handling
- Airport services

Most aircraft-related items and services are not available locally. These include purchasing aircraft, aircraft parts, fuel, and support services at international stations.



Formation of Strategic Procurement Group

Between cost optimizations, supply chain reliability, and its own plans for fleet and network expansion, procurement becomes more than process—it switches to a crucial approach to maintaining reliable, safe, and competitive airline operations.

With this in mind, Cebu Pacific formed the Strategic Procurement Group in November 2025, with the goal of centralizing the procurement activities of Operations Contracts and Asset Management (OCAM), Group Procurement, and Strategic EFM Procurement (partially transitioned from the EFM Commercial and Finance team).

The Strategic Procurement Group will be structured around three core pillars:

- Category Management - focusing on domestic operations & indirects, international operations, and engineering & fleet management categories.
- Procurement Operations - managing day-to-day sourcing, supplier accreditation, and purchase processing.
- Procurement Center of Excellence (COE) - driving governance, policy, tools, data management, and continuous process improvement.

This initiative is part of Project Asenso (developed in partnership with Bain & Company) to future-proof the operating model and ensure that every peso spent delivers the greatest value to Cebu Pacific. It further allows Cebu Pacific to act as one buyer with unified sourcing and contracting processes that are efficient, strategic, and value-driven.

By establishing this group, Cebu Pacific looks to strengthen how it manages its procurement functions—one of its most critical levers for efficiency and value long-term.

Protections Against Current And Future Digital Risks

3-3



Good governance means also maintaining integrity and fostering trust among stakeholders. As part of this, Cebu Pacific continuously enhances its defenses against cyber threats to protect critical systems, customer data, and operational reliability. The Chief Digital and Information Officer has oversight on cybersecurity matters and management. Cebu Pacific's information security governance is overseen at the Board level by the CG Committee and the BROCC.

The Committee plays an integral role in risk governance by providing oversight over Management's activities in managing credit, market, liquidity, operational, legal, and other risk exposures, which also covers information security.

At the executive level, oversight is provided by the RMC, responsible for enterprise risk management, and the ESGC, which supports the ESG strategy. Critical and high-security risks, along with data privacy risks, are

reported monthly to the ESGC and RMC and semi-annually to the BROCC and CG Committee.

At the management level, the Chief Digital and Information Technology Officer oversees information security. Cebu Pacific's DPM team handles data privacy issues and complaints.

In 2024, the DPM team maintained key reporting mechanisms, including internal policies and procedures to monitor data subject requests, privacy risks, and conduct Privacy Impact Assessments; regular updates to Senior Management through ESGC and RMC meetings; semi-annual updates to the Board via BROCC and CG Committee meetings; annual registration of the Data Protection Officer and Data Processing System with the National Privacy Commission (NPC); and annual submission of security incident reports to the NPC.

Pursuing A Stronger Cybersecurity Environment

Cebu Pacific invests in cybersecurity solutions and conducts regular assessments of emerging risks through vulnerability management, penetration testing, and effective threat mitigation. The IT and Information Security Policies and Procedures Manuals are regularly reviewed and updated to ensure adequacy and responsiveness to emerging threats. A Cybersecurity Incident Response Playbook is also in place to guide responders in investigating and resolving unwanted events.

To promptly identify and address emerging risks, the team consistently monitors trends and threats in all aspects of the cyber landscape, including people, process, and technology.

Internal and external audits are conducted to ensure compliance with applicable standards, laws, and regulations. This is done to continuously monitor Cebu Pacific's risk posture and cybersecurity maturity level.

Additionally, a cybersecurity awareness program is conducted annually to raise employee awareness on the importance of cybersecurity knowledge and skills to help minimize the risks of cyberattacks. Results of the internal and external audits are analyzed and reported to IT senior management.

Completion rates of the cybersecurity awareness campaigns are monitored and periodically cascaded to each department to drive employee compliance. The results are then reported to each department, including its management committee member. An action plan is determined and continuously monitored to implement the results of internal and external audits.

Disclosure	2023	2024	2025
Total number of substantiated incidents of data breaches, including leaks, thefts, and losses of data	0	0	0



Damage Prevention Over Damage Control: Cebu Pacific's Cybersecurity Awareness Program

Cybersecurity remains a key concern in the aviation industry as more airlines adopt digital solutions. With its increased reliance on IT infrastructure, Cebu Pacific has continued to pursue a robust cybersecurity strategy to protect passenger data and reduce threats to its core systems, products, and services.

In 2025, Cebu Pacific further enhanced its ability to respond to cybersecurity threats by equipping its employees with the knowledge and skills to mitigate cyberattack risks. Through the 2025 Cybersecurity Awareness Program, Cebu Pacific promotes a culture of shared responsibility, encouraging employees to act as human firewalls against common cyber threats.

Aside from following best practices in data security and privacy, cybersecurity training programs help Cebu Pacific remain compliant with standards set by international bodies such as the ICAO and the European Union Aviation Safety Agency (EASA). These organizations mandate that aviation companies implement robust cybersecurity measures, including regular employee training and awareness programs, making compliance a necessity for operation.

Most cyberattacks succeed by exploiting human vulnerabilities, such as an employee falling for a phishing scam. Through these comprehensive training programs, employees are taught to identify social engineering tactics, use strong passwords, and handle sensitive data, effectively turning them into a strong first line of defense.

The Cybersecurity Awareness Program consists of five campaigns rolled out throughout 2025:

- **Security Awareness Proficiency Assessment (SAPA):** An initial assessment to gauge employees' cybersecurity knowledge and awareness
- **Awareness Training:** Release of tailored training materials based on emerging threats and insights from SAPA results



- **Cybersecurity Culture Survey:** Evaluation of employee behaviors and attitudes toward cybersecurity to identify areas for improvement
- **Phishing Test:** Simulation of phishing emails to assess employees' ability to recognize social engineering attacks
- **Clickers' Training:** A targeted remedial training course for users susceptible to phishing, designed to improve their ability to detect and avoid malicious online threats

These programs contributed to Cebu Pacific's readiness to address cybersecurity threats. Completion rates remained high across Cebu Pacific, 1Aviation, and Aplus, with 96% completion for SAPA, 89% for Awareness Training, and 97% completion participation in the Cybersecurity Culture Survey. The Phishing Test recorded a phish-prone rate of 6%, remaining within the ≤8% threshold.

Cebu Pacific will continue to explore additional measures to ensure its employees and systems are as protected as possible from cyberattacks. Through this commitment, Cebu Pacific ensures that it continues to safeguard passenger safety, assure operational continuity, and protect sensitive data from evolving cyber threats.

Customer Data Protection And Privacy Framework

3-3, 418-1

As part of Cebu Pacific's commitment to protect its digital environment, systems and data, it also enforces responsible data management practices that comply with privacy regulations, such as those mandated by the NPC. This increases passengers' trust in Cebu Pacific and gives them confidence that their personal data is safe and secure.

Cebu Pacific expresses its commitment to protect the personal information and privacy of its passengers through its privacy policies, found on its corporate website through the links below:



Personal data breaches are one of the biggest challenges that could result in significant negative impacts on Cebu Pacific and its stakeholders. In this regard, Cebu Pacific empowers its Information Security team (alongside other teams) and undertakes continuous monitoring and evaluation of people, processes, and technologies to identify emerging threats in its operational landscape.

When the Information Security team identifies threats that pose critical or high risks, it reports monthly to the ESGC and RMC (and semi-annually to the BROCC and CG Committee) for proper guidance.

Cebu Pacific has implemented regular privacy impact assessments, performed regular vulnerability assessments and penetration testing, published regular digests and information campaigns, conducted training and workshops on managing incidents and breaches, and regularly reported any critical risks identified to its relevant Board and committees.

As a result of these sustained efforts, Cebu Pacific has not experienced personal data breaches in the past three years. Upskilling and educating its personnel have contributed to managing and preventing such risks as well.

Cebu Pacific continues to target zero personal data breaches.



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Disclosure	2023	2024	2025
Complaints received on customer privacy	0	0	0
<ul style="list-style-type: none"> From outside parties and substantiated by Cebu Pacific 	0	0	0
<ul style="list-style-type: none"> From regulatory bodies 	0	0	0
Number of complaints addressed	0	0	0
Number of identified leaks, thefts, or losses of customer data	0	0	0
Number of passengers, users and account holders whose information is used for secondary purposes	0	0	0

Cebu Pacific’s Data Privacy Management (DPM) team handles data privacy issues and complaints. The DPM conducts an annual review of its Data Privacy Manual and its Privacy Management Program (PMP) to ensure that the process of handling data subject complaints remains effective and efficient.

The Data Privacy Manual standardizes how Cebu Pacific implements organizational, physical, and technical measures that will protect the personal information of its data subjects, including employees and passengers, in the course of business operations. It also demonstrates Cebu Pacific’s compliance with the Data Privacy Act (DPA). It covers Cebu Pacific’s policies, procedures, and protection measures regarding the collection of personal information, outlining their use, storage, and transfer, and whether they should be retained or disposed of securely.

The PMP documents how Cebu Pacific embeds privacy and data protection into its strategic framework and daily operations, and maintains this through organizational commitment and oversight of coordinated projects and activities. It includes Vision/Mission/Purpose, Management Buy-In, risk management via privacy impact assessments, program oversight, capability building through training, and DPA compliance.

The DPM team applies several policies and documents, including an AI Policy, Retention Policies and Procedures, among others. Policies and procedures related to data privacy and cybersecurity are aligned with the

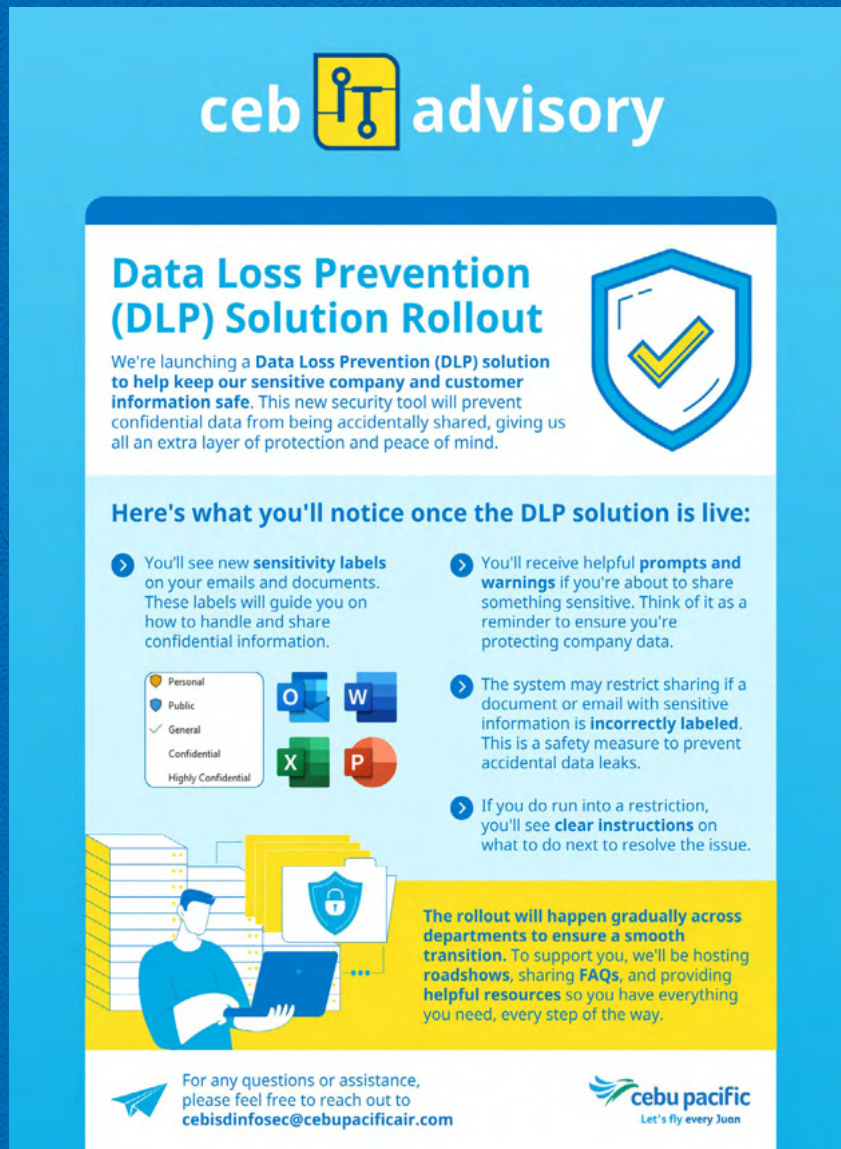
latest regulatory requirements. In addition, addressing data subject rights (DSRs) has been improved through process adjustments, such as who to contact for a particular DSR, when to follow up, and so on. DSRs are quickly addressed within the time frame required by regulations.

In 2025, the DPM team maintained the following reporting mechanisms:

- Internal policies and procedures to track data subject requests and risks to data privacy breaches, including the conduct of Privacy Impact Assessments on systems, processes, and procedures
- Participation in the ESGC and RMC meetings to update Senior Management
- Semi-annual BROCC and CG Committee meetings to update the Board
- Annual registration of the Data Protection Officer and Data Processing System under the NPC
- Annual submission of security incidents report to the NPC

Cebu Pacific will continue to explore additional ways to enhance its cybersecurity protocols, ensuring that passenger data is used safely and responsibly.

Building Cyber Resilience Through Data Protection and Employee Readiness



As operations become increasingly digital, Cebu Pacific's DLP initiatives serve as a foundational pillar of its commitment to Ethical Data Governance, implementing data classification and protection protocols to secure business proprietary information and personal identifiable information (PII).

Cebu Pacific follows a phased and people centric approach to minimize operational disruption and build internal awareness:

- **Phase 1: Visibility & Discovery (Completed):** Mapping the data landscape, identifying critical assets, and completing the Governance Policy for information classification and labelling.
- **Phase 2: Awareness & Education (In Progress):** Launched a series of department-specific workshops, transforming staff from passive users into active "Data Stewards."
- **Phase 3: Automated Protection (Ongoing):** Deploying real-time monitoring and automated policy enforcement in endpoint devices. Established a seamless, automated feedback loop that alerts users to potential policy violations in real-time, fostering a proactive rather than reactive security posture.

Current And Future Impact

The rollout of the DLP initiatives will continue in 2026, but initial results are already promising:

- Trained 318 users across all departments on how to identify and label information and documents
- Completed the deployment of DLP to Digital and Technology Office, Internal Audit, Legal Affairs, Commercial Network Planning and People Department, with the schedule of roll-out to all departments by 2026

Initial benefits include preventing accidental external sharing of sensitive information, strengthening protection of confidential data in email communications, providing real-time policy guidance to users, and improving awareness of proper document classification.

Cebu Pacific views protecting data as both a compliance requirement and a key component of its long-term sustainable value. As the rollout progresses through 2026, it will continue refining its detection capabilities and strengthening its data protection maturity.

Complementing these digital safeguards, Cebu Pacific also continues to strengthen employee readiness in managing privacy and cybersecurity risks. In June 2025, Cebu Pacific conducted a two-part learning session to build employee capability in preventing and responding to data privacy and cybersecurity incidents.

The session included a lecture by Mr. Robert Sanchez Paguia, Chief of the International Cooperation on Cybercrime Division and Data Protection Officer, on the Data Privacy Act (Republic Act 10173), as well as a hands-on workshop organized by Cebu Pacific's Business Resiliency, Data Privacy, and Information Security teams that simulated data breach scenarios. The exercise involved multiple departments, including IT, Legal, Communications, Operations, Customer Care, and HR, to strengthen coordinated response during potential incidents.

More than 80% of attendees expressed readiness to respond to a data breach, reflecting growing awareness and preparedness across Cebu Pacific. Through these initiatives, Cebu Pacific continues to strengthen both its technological safeguards and employee capabilities, reinforcing its commitment to protecting personal data and maintaining strong cybersecurity practices as part of its long-term sustainable value.

Cebu Pacific recognizes that sustainability is not only limited to environmental impact. It also strengthens the resilience of its digital environment and protects the trust placed in its systems by its passengers, employees and other stakeholders. This year, Cebu Pacific reached a milestone in its governance journey with its enterprise-wide rollout of the Data Loss Prevention (DLP) Program.



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Impactful Innovation 3-3

Cebu Pacific puts courage into action through innovation, pursuing advanced solutions to achieve its vision. This strategic focus generates value, enhances competitiveness, and upholds its core promise of affordability and operational excellence. Its best-in-class governance across corporate operations, IT, digital infrastructure, and data protection systems, and emerging technologies such as artificial intelligence (AI) reinforces continued stakeholder confidence and trust, as well as long-term business sustainability.



Ensuring Proper Controls With AI Use

Beyond strengthening cybersecurity and data protection, Cebu Pacific is also preparing for emerging digital risks, including the responsible use of artificial intelligence (AI). As AI becomes more prevalent across industries, Cebu Pacific has established an AI governance framework covering the entire AI lifecycle, from policy inception to system retirement.

Launched by DTO (Data Team) and supported by the Corporate Strategy Office, this governance framework aims to ensure ethical, transparent, and compliant AI development and usage across Cebu Pacific. The framework will provide enterprise-wide guardrails through modular AI policies that can adapt to evolving regulations, protecting both Cebu Pacific, its partners, and its passengers from emerging risks from AI long-term.

The framework was introduced in November 2025 and initially applied to a small set of AI initiatives for refinement prior to enterprise rollout. Cebu Pacific developed core governance elements (policies, templates, and toolkits), embedded governance in the AI Operating Mode, and established a central AI System Inventory.

Through this framework, Cebu Pacific strengthens governance and risk management over AI use while promoting transparency, safety, and accountability in AI-supported airline operations. The AI Governance Playbook is designed to be audit-ready and scalable, outlining clear governance roles and a structured process for evaluating new AI use cases through risk classification and compliance mapping.

Cebu Pacific will continue to update its AI governance systems as the AI landscape changes. It has already embedded several methods to future-proof its framework, like adopting modular policy architecture that allows for rapid updates as new laws and regulations emerge.



Advancing Data Sharing with Flydocs

Information sharing forms the backbone of efficient day-to-day operations. In industries like aviation that require real-time updates between crew, pilots, and staff, the ease of how data is shared can be the difference between a smooth and rough flight.

In 2025, Cebu Pacific further improved its operational capabilities with a new EFM initiative that allows automatic uploading of records to Flydocs via Scan at Source Email or via the Flydocs SFTP folder. This upgrade allows different business units across Cebu Pacific to save storage space in their laptops, OneDrive repositories, and SFTP folders.

Documents can be shared to various users depending on their access rights, ensuring that data security is not compromised with the improved efficiency of sharing information. Through this initiative, files will be more easily available to Flydocs users with sharing done through URLs.

Cebu Pacific's current integration in PROD only supports WO/WP for now with further scope of the V2 integration still being tested by the Technical Records team. Cebu Pacific will continue to look into further improvements for its Flydocs users, ensuring that staff are best equipped to manage the entire lifecycle of any aircraft asset.





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Knowledge As Foundations for Flight: CEB Wiki

Operational knowledge is often required to be on standby and on-demand at all times, especially in highly technical fields like aviation. To support governance and operational efficiency, Cebu Pacific digitized and centralized this knowledge through CEB Wiki, ensuring staff can consistently follow procedures while improving service quality.

To account for this, Cebu Pacific CX, Customer Service Operations, 1Aviation, and Technology partner KMS Lighthouse formally rolled out deployment of the offline-accessible knowledge base (CEB Wiki) for cabin crew in Q3 2025.

This marks another milestone in Cebu Pacific’s goals to digitize operational knowledge sharing and ensure consistent, real-time access to critical information for airport and inflight teams, improving efficiency and service quality.

The initiative eases the transition from manual, paper-based pre-shift briefings (PSB) ensuring faster and more accurate dissemination of operational updates, reducing briefing time and ensuring compliance

The transition from paper briefing attendance forms to online tracking will allow Cebu Pacific to better serve its passengers, who will now be attended to by better-informed staff for smoother operations.

The deployment of CEB Wiki means that crucial information is now available for cabin crew, with the biggest station (Manila) achieving a 100% system adoption since the rollout of PSB. As a result, cabin crew can now access updated FAQs and procedures offline, even during flights—leading to Improved decision-making and service consistency across all touchpoints.



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Operational Highlights

	2023	2024	2025
Number of Departures	140,730	159,208	169,407
Number of Passengers Flown	20,868,414	24,541,310	26,877,821
Cargo Flown (tonne)	127,544	168,602	214,952
Available Seats	24,836,003	29,085,238	31,989,345
Available Seat Kilometers (ASK)	27,573,157,304	30,919,205,532	35,497,040,949
Revenue Passenger Kilometer (RPK)	21,933,556,273	25,519,638,994	28,709,798,645
Seat Load Factor	84.0%	84.4%	84.0%
On-Time Performance	71.52%	73.58%	70.77%
Fuel efficiency (pax-km/L)^a	33	34	33

^a Fuel efficiency data for 2023 and 2024 have been restated after refining the calculation method, ensuring the alignment of RPK values with the ICAO definition.

Network and Fleet

	2023	2024	2025
Number of Destinations	60	63	63
Domestic	35	38	37
International	25	25	26
Number of Routes	104	123	125
Domestic	68	84	83
International	36	39	42
Number of Aircraft	85	98	100
Average Fleet Age (years)	5.9	5.5	5.7

Digital Adoption

	2023	2024	2025
Online Bookings	81.00%	78.00%	84.25%
Online Check-ins	9,637,366	12,895,491	13,517,102

Economic Performance

Distribution of Economic Value to Stakeholders

201-1

	2023	2024	2025
Direct Economic Value Generated^a	91,474,067,418	105,659,324,176	120,852,717,207
Direct Economic Value Distributed^a:	87,405,729,581	102,531,585,579	113,334,278,047
Operating costs	17,464,900,773	20,129,595,525	23,428,943,205
Employee wages and benefits	8,667,486,376	9,941,767,722	11,748,962,100
Payments to suppliers, other operating costs	55,824,901,845	65,498,477,263	67,332,407,860
Dividends given to stockholders and interest payments to loan providers	5,259,547,275	6,805,219,347	10,442,881,860
Taxes given to government	183,420,923	155,552,531	377,876,252
Investments to community (donations, CSR) ^b	5,472,389	973,191	3,206,770
Economic Value Retained	4,068,337,837	3,127,738,597	7,518,439,160

^aThe scope of the financial data in this table includes the consolidated figures for Cebu Air, Inc. and all its subsidiaries (CEBGO, APLUS, AirSWIFT and 1Aviation).

^bThis figure excludes other environmental-related investments, which totaled PHP 53.7B in 2024 covering items such as neoaircraft deliveries, e-baggage tractors, and compliance fees.

Social Performance

Employee Data

	2023	2024	2025
Total number of employees	4,374	4,683	4,937
Number of male employees	2,070	2,154	2,268
Number of female employees	2,304	2,529	2,669
New Hires (Permanent and Temporary)	945	756 ^a	619
Turnover	478	442 ^b	371
Attrition rate^c (%)	7.77	7.27	6.18

^a Data for 2024 has been restated due to the exclusion of 13 internal transfers from the total count of new hires.
^b Data for 2024 has been restated due to the exclusion of 44 internal transfers from the total count of employee turnover.
^c To align with attrition as disclosed in other reports, the formula used by Cebu Pacific is [Voluntary turnover] / [Average of employee headcounts of the previous and current reporting periods].

Training/People Development

	2023 ^a	2024 ^a	2025
Training Hours provided to employees	266,199	361,806	339,823
Female	146,809	234,830	214,721
Male	119,390	126,976	125,103
Average Training hours provided to employees (hours/employee)	60.9	77.3	68.8
Female	63.7	92.9	80.5
Male	57.7	58.9	55.2

^a The training data for 2024 has been restated. The scope now includes training for pilots and cabin crew. In addition, the new averages are the result of dividing total training hours by headcount, while the previous formula divided total training hours by the number of unique learners. This new formula aligns with the approach of JGSHI in reporting training data. In addition, the share of total training hours by gender has been corrected. The restatements are:
 • Total: restated from 21,574 to 361,806 hours
 • Average: restated from 18.5 to 77.26 hours/employee
 • Average (Female): restated from 16 to 92.86 hours/employee; total restated from 11,440 hours to 234,830 hours
 • Average (Male): restated from 24.9 to 58.95 hours/employee; total restated from 10,134 to 126,976 hours

Employee Benefits and Participation

	Number of female employees who availed		Number of male employees who availed	
	2024	2025	2024	2025
Statutory Benefits				
SSS (Sickness)	30	26	12	13
SSS (Loan)	297	281	167	124
PhilHealth	44	45	27	30
Pag-ibig	118	224	99	357
Parental Leave - Maternity/Paternity	103	151	53	61
Parental Leave - Solo Parent	25	11	4	-
Vacation Leaves	1,327	2,498	1,013	2,088
Sick Leaves	1,174	2,304	809	1,776
Voluntary Benefits				
Medical Benefit	2,152	2,601	1,842	2,169
Psychological Counseling	33	36	17	7
Retirement (aside from SSS)	23	22	27	25
Further Education Support	25	14	17	12
Company Stock Options	-	-	-	-
Flexible Working Hours	399	476	273	342
Profit Sharing	2,468	2,423	2,138	2,103
Life Insurance	2,476	2,601	2,142	2,180
Rice Subsidy	2,233	2,565	1,942	2,202
Medical Allowance		2,349		2,040
Christmas Allowance	2,342	2,635	1,943	2,219
Travel Insurance	1,765	1,888	1,442	1,514
Uniforms	2,000	164	977	280
Transportation Allowance	1,889	2,025	702	770
Fleet Gasoline Privileges	18	8	17	3
Clothing Allowance (Pilots only)	59	59	741	741

Other Benefits Availed

	2023	2024	2025
Travel benefits (same-sex and common-law partners)	Policy not yet implemented	297	306
HMO (same-sex and common-law partners)		1	1
Inflight Crew Meals	All cabin crew are provided with inflight meals		
Telecommuting or Work from Home	Applicable to all employees with support/back-office function.		
Free of Charge Tickets for Employees and Dependents			
Employees	58,847	69,351	75,376
Dependents	52,951	68,241	76,694

Pulse Employee Engagement Survey

	2023	2024	2025
Pulse Engagement Score	82%	75%	73%

Note: The survey covers various dimensions such as job satisfaction, purpose, and psychological safety, among others.

Labor-Management Relations

	2023	2024	2025
Percentage of employees with Collective Bargaining Agreements	32%	32%	34%
Number of consultations conducted with employees concerning employee-related policies	10	13	13

Employee Diversity by Age Across Different Management Levels

Disclosure	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Board of Directors	2	7	2	7	2	7 ^a
Executives / Senior Management	39	37	38	50	46	56 ^a
Gen Z (26 and below)	0	0	0	0	0	0
Millennial (27-41)	11	7	12	14	11	12
Gen X (42-56)	24	22	23	23	31	31
Baby Boomer (57 and up)	4	8 ^a	3	13	4	13
Supervisor (Sup, AM)	205	97	233	126	328	378
Gen Z (26 and below)	44	25	49	32	52	52
Millennial (27-41)	137	50	148	68	220	255
Gen X (42-56)	24	22	36	25	55	68
Baby Boomer (57 and up)	0	0	0	1	1	3
Manager (Mgr, Pilots)	201	984	237	1,034	288	1,142
Gen Z (26 and below)	9	17	6	20	8	16
Millennial (27-41)	137	615	166	632	191	699
Gen X (42-56)	54	305	63	328	86	365
Baby Boomer (57 and up)	1	47	2	54	3	62

Disclosure	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Rank & File	1,701	602	1,861	601	2,003	690
Gen Z (26 and below)	631	183	665	202	650	201
Millennial (27-41)	1,048	369	1,171	362	1,309	438
Gen X (42-56)	22	48	25	36	44	49
Baby Boomer (57 and up)	0	2	0	1	0	2
Professional/ Technical (IT, NCC, EFM)	159	348	160	343	187	405
Gen Z (26 and below)	44	60	29	46	32	39
Millennial (27-41)	86	223	99	231	113	278
Gen X (42-56)	29	62	31	63	41	86
Baby Boomer (57 and up)	0	3	1	3	1	2

^aThe headcounts for "Board of Directors" and "Executives/Senior Management" include one individual counted in both categories.



Diversity and Equal Opportunity

	2023	2024	2025
Percentage of female employees	53%	54%	54%
Percentage of male employees	47%	46%	46%

Occupational Health and Safety Workplace Conditions

403-9, 403-10

	2023	2024	2025
Safe man-hours (million)	8.0	8.7	9.2
Fatalities as a result of work-related injury or ill health	0	0	0
Recordable work-related injuries (including fatalities)	28	37 ^b	55
Recordable work-related ill health ^a (including fatalities)			6
Absentee rate	17%	33%	34%
Number of safety drills	2	3	2

^aCases of ill health were previously classified under “injuries” in the safety reporting platform. A clearer distinction was implemented in 2025.

^bIncludes 23 first aid incidents and 14 lost time incidents (LTI)

Customer Health and Safety

	2023	2024	2025
Number of substantiated complaints on product or service health and safety	2	106	95
Number of complaints addressed	2	106	95

Customer Management

	2023	2024	2025
Customer Net Promoter Score (Post-Flight)	+14	+28	+35

Customer Satisfaction (CSAT) Scores (Post-flight)

	2023	2024	2025
Value for Money	3.52	3.71	3.77
Bag Drop and Check In Queuing Time	3.73	3.86	3.97
Boarding Experience	3.66	3.81	3.85
Bag Delivery Speed	3.69	3.80	3.90
Agent Service	3.76	3.87	3.90
Cabin Crew	4.05	4.14	4.17
Inflight Announcements	4.02	4.12	4.17
Cabin Interiors	3.81	3.95	3.98
Preordered Meals	3.49	3.57	3.61

Marketing and Labeling

	2023	2024	2025
Number of substantiated complaints on marketing and labeling	0	14	22
Number of complaints addressed	0	14	22

Environmental Performance

Energy Consumption Within the Organization (in GJ)

	2023	2024	2025
Jet fuel	25,276,607	29,033,272	32,221,694
Electricity	29,502	31,210	32,564
Diesel	105,929	117,926	143,982
Gasoline	3,406	2,285	1,711
Total	25,415,444	29,184,693	32,399,951

Energy Consumption Within the Organization (Activity Data)

	2023	2024	2025
Jet Fuel (tonnes)	535,173	606,964	729,067
Electricity (megawatt-hours)	8,756	8,746	9,073
Diesel (liters)	2,766,247	3,079,518	3,759,955
Gasoline (liters)	98,283	65,936	49,355

Energy Intensity (in GJ/mPHP revenue)

103-4

	2023	2024	2025
Energy Intensity	277.84	276.22	270.29

Fuel saved and emissions avoided from transition to neo

	2023	2024	2025
Jet fuel saved (tonnes)	51,162	65,039	79,602
Avoided emissions (tCO ₂ e), estimated	161,671	205,525	251,543

GHG Emissions (in tCO₂e)

	2023	2024	2025
Scope 1 emissions	1,814,865	2,083,755	2,313,619
Flight emissions ^a	1,689,928	1,920,502	2,173,548
Non-flight emissions ^b	124,937	163,253	140,071
Scope 2 emissions	5,743	6,091	4,271
Scope 3 emissions	614,451	591,582	573,760

^aScope 1 - Flight emissions data for 2023 and 2024 were restated after refining the coverage of data within the monitoring system.
^bScope 1 - Non-flight emissions data for 2023 and 2024 were restated to include jet fuel emissions on ground, in addition to emissions from company-owned vehicles and GSE.

Air Pollutants (in tonnes)

	2023	2024	2025
Nitrogen oxides	1,155	1,431	1,599
Sulfur oxides	85	101	109

Note: Data from flights only

Water and Effluents (in cubic meters)

303-4, 303-5

	2023	2024	2025
Water withdrawal^a	66,946	84,755	82,546
Surface water, including harvested rainwater	10,707	7,364	5,226
Third-party water	56,239	77,391	77,320
Water discharge^b	66,946	84,755	82,546
Water consumption^b	0	0	0
Water recycled^c	15,060	16,130	16,200

^aWithdrawal data for 2023 and 2024 has been restated. This now includes surface water from rainwater harvesting, and third-party water data has been updated with more data from outstations.
^bDischarge and consumption data for 2023 and 2024 has been restated. It is now considered equal to withdrawal, as used water is returned to municipal treatment facilities.
^cWastewater recycling data for 2023 and 2024 has been restated. It now excludes harvested rainwater and covers only treated wastewater.

Waste Management Data (in kg)

	2023 ^a	2024	2025
Waste generated	860,625	1,599,858	1,619,244
Non-hazardous	859,898	1,599,858	1,614,210
Hazardous	727	0	5,035
Waste diverted from disposal	474,694^b	899,605	1,003,710
Recycling	124,405	161,338	146,804
Composting	11,944	17,922	17,478
Used as alternative fuel	338,345	720,345	839,428
Waste directed to disposal	385,931^b	700,253	615,535
Landfill	385,204	700,253	610,500
Disposal of hazardous waste via accredited haulers	727 ^b	0	5,035

^aData for 2023 covers only the second half of the year. Data collection began mid-year, when Cebu Pacific started its partnership with New Leaf.
^bData has been restated from the previously reported figures, due to the reclassification of hazardous waste transported by haulers as disposal rather than diversion.

Environmental Compliance

	2023	2024	2025
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	0	0	0
Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0	0	0
Number of cases resolved through dispute resolution mechanism	0	0	0

Governance

Procurement Practices

	2023	2024	2025
Percentage of the procurement budget spent on local suppliers	62%	52%	52%

Supplier Accreditation Policy - Topics Covered

	2023	2024	2025
Environmental Performance			
Forced Labor			
Child Labor	Yes	Yes	Yes
Human Rights			
Bribery and Corruption			

Customer Privacy

	2023	2024	2025
Complaints received on customer privacy	0	0	0
From outside parties and substantiated by the organization	0	0	0
From regulatory bodies	0	0	0
Number of complaints addressed	0	0	0
Number of identified leaks, thefts, or losses of customer data	0	0	0
Number of passengers, users and account holders whose information is used for secondary purposes	0	0	0



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Information Security

	2023	2024	2025
Total number of substantiated incidents of data breaches, including leaks, thefts, and losses of data	0	0	0

Labor Laws and Human Rights

	2023	2024	2025
Number of legal actions or employee grievances involving forced or child labor	0	0	0

Communication and Training About Anti-Corruption Policies and Procedures

	2023	2024	2025
Communication to:			
Board Members	100%	100%	100%
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Rank and File	100%	100%	100%
Business Partners, including suppliers, agents, among others	100%	100%	100%
Training provided to:			
Board Members	100%	100%	100%
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Rank and File	100%	100%	100%
Business Partners, including suppliers, agents, among others	100%	100%	100%

Incidents of Corruption

	2023	2024	2025
Number of incidents in which directors were removed or disciplined for corruption	0	0	0
Number of incidents in which employees were removed or disciplined for corruption	0	0	0
Number of incidents in which business partners were removed or disciplined for corruption	0	0	0



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GRI Content Index

Statement of use: Cebu Pacific has reported in accordance with the GRI Standards for the period January 1, 2025 - December 31, 2025.
GRI 1 used: GRI 1: Foundation 2021
Applicable GRI Sector Standard(s): None

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission	
			Requirement(s) Omitted	Reason
General disclosures				
	2-1 Organizational details	4, 7		
	2-2 Entities included in the organization's sustainability reporting	4		
	2-3 Reporting period, frequency and contact point	4		
	2-4 Restatements of information	83; 86; 111-112; 114; 117		
	2-5 External assurance	Page 3. This Integrated Report has not been externally assured. Cebu Pacific's Financial Statements are externally assured, while flight greenhouse gas emissions are currently undergoing external assurance.		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	6; 9-10		
	2-7 Employees	86		
	2-8 Workers who are not employees	86		
	2-9 Governance structure and composition	26		
	2-10 Nomination and selection of the highest governance body	121		
	2-11 Chair of the highest governance body	The Chair of the Board is not a senior executive in the organization.		
	2-12 Role of the highest governance body in overseeing the management of impacts	26-28		
	2-13 Delegation of responsibility for managing impacts	33		

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission	
			Requirement(s) Omitted	Reason
General disclosures				
	2-14 Role of the highest governance body in sustainability reporting	3; 33		
	2-15 Conflicts of interest	120		
	2-16 Communication of critical concerns	34		
	2-17 Collective knowledge of the highest governance body	32		
	2-18 Evaluation of the performance of the highest governance body	121		
	2-19 Remuneration policies	121		
	2-20 Process to determine remuneration	Succession Planning and Remuneration Policy		
	2-21 Annual total compensation ratio		2-21(a) to (c)	Information unavailable/incomplete Compensation reported in Cebu Pacific's SEC Form 17-A is aggregated.
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	12-15		
	2-23 Policy commitments	93; 119; 122		
	2-24 Embedding policy commitments	119; 122		
	2-25 Processes to remediate negative impacts	93		
	2-26 Mechanisms for seeking advice and raising concerns	119		
	2-27 Compliance with laws and regulations	Zero instances of non-compliance. See also page 120.		
	2-28 Membership associations	10		
	2-29 Approach to stakeholder engagement	48		
	2-30 Collective bargaining agreements	93		



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GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	53			
	3-2 List of material topics	53			
Financial and Economic Performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	62			
	201-1 Direct economic value generated and distributed	130			
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government		201-4 (a) to (c)	Information unavailable/incomplete	Data is being compiled.
	Network and Fleet				
GRI 3: Material Topics 2021	3-3 Management of material topics	63			
	Product and Service Innovation				
GRI 3: Material Topics 2021	3-3 Management of material topics	66			
	Operational Resilience				
GRI 3: Material Topics 2021	3-3 Management of material topics	71			
	Business Continuity				
GRI 3: Material Topics 2021	3-3 Management of material topics	67			
	Crisis and Disruption Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	68			
	Digitalization				
GRI 3: Material Topics 2021	3-3 Management of material topics	94, 128			

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
Cost Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	74			
	Decarbonization				
GRI 3: Material Topics 2021	3-3 Management of material topics	108			
	102-1 Climate transition plan	108			
GRI 102: Climate Change 2025	102-3 Just transition		102-3 (a) to (j)	Information unavailable/incomplete	This data has not yet been measured.
	102-4 Climate targets	108			
GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions	111			
	102-6 Scope 2 GHG emissions	112			
GRI 102: Climate Change 2025	102-7 Scope 3 GHG emissions	112			
	102-8 GHG emissions intensity	111			
GRI 102: Climate Change 2025	102-9 GHG removals in the value chain	98	102-9 (a) to (c), (e)	Information unavailable/incomplete	Data on carbon sequestration of planted trees is not measured.
	102-10 Carbon credits			Not applicable	Cebu Pacific has not yet acquired or cancelled carbon credits or EEU's.
GRI 103: Energy 2025	103-1 Energy policies and commitments	108			
	103-2 Energy consumption and self-generation within the organization	111; 112			
GRI 103: Energy 2025	103-3 Upstream and downstream energy consumption		103-3 (a) to (b)	Information unavailable/incomplete	This data has not yet been measured. Scope 3 emissions are calculated directly from activity data.

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			Requirement(s) Omitted	Reason	Explanation
Material Topics					
Decarbonization					
GRI 103: Energy 2025	103-4 Energy intensity	133			
	103-5 Reduction in energy consumption	110			
Climate Resilience					
GRI 3: Material Topics 2021	3-3 Management of material topics	101-107			
GRI 102: Climate Change 2025	102-2 Climate adaptation plan	101-107			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	104; 106-107			
Resource and Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	114-117			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	114-117			
	306-2 Management of significant waste-related impacts	114-117			
	306-3 Waste generated	114			
	306-4 Waste diverted from disposal	114			
	306-5 Waste directed to disposal	114			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	117			
	303-2 Management of water discharge-related impacts	117			
	303-3 Water withdrawal	117			
	303-4 Water discharge	134			
	303-5 Water consumption	134			
Safety, Quality and Security (SQS) and Occupational Health and Safety (OHS)					
GRI 3: Material Topics 2021	3-3 Management of material topics	76-82			

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
Safety, Quality and Security (SQS) and Occupational Health and Safety (OHS)					
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	76; 79			
	403-2 Hazard identification, risk assessment, and incident investigation	80			
	403-3 Occupational health services	82			
	403-4 Worker participation, consultation, and communication on occupational health and safety	82			
	403-5 Worker training on occupational health and safety	81			
	403-6 Promotion of worker health	82; 91			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	79			
	403-8 Workers covered by an occupational health and safety management system	79			
	403-9 Work-related injuries	133			
	403-10 Work-related ill health	133			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		416-1(a)	Information unavailable/incomplete	This data has not yet been compiled.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	78			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	79			
People Development and Training					
GRI 3: Material Topics 2021	3-3 Management of material topics	85			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	86			

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GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
People Development and Training					
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	85-89			
	404-3 Percentage of employees receiving regular performance and career development reviews	85			
Diversity, Equity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	86-89			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	86-89			
	405-2 Ratio of basic salary and remuneration of women to men		405-2(a) to (b)	Information unavailable/incomplete	This data has not yet been measured.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	87			
Employee Well-being and Engagement					
GRI 3: Material Topics 2021	3-3 Management of material topics	83; 89-92			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	83-84			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	91-92			
	401-3 Parental leave	91	401-3(a) to (e)	Information unavailable/incomplete	This data has not yet been compiled.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	30 days; not specified in CBA			

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
Customer Experience and Satisfaction					
GRI 3: Material Topics 2021	3-3 Management of material topics	93			
	417-1 Requirements for product and service information and labeling		417-1(a) to (b)	Information unavailable/incomplete	This data has not yet been compiled.
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Zero			
	417-3 Incidents of non-compliance concerning marketing communications	Zero			
Corporate Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	119-121			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	120			
	205-3 Confirmed incidents of corruption and actions taken	Zero			
Customer and Data Privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	125-126			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	125-126			
Cybersecurity					
GRI 3: Material Topics 2021	3-3 Management of material topics	124-125			
Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	73; 122			

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Performance Highlights

Governance and Value Creation Strategy

Contribution to UN SDGs

Enriching Juan Enterprise

Growing as Juan Family

Caring for Juan Planet

Building Juan Community

Annexes

GRI Standard / Other Source	Disclosure	Location / Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
Supply Chain Management					
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	123			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	122			
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken		308-2(a) to (e)	Information unavailable/incomplete	This data has not yet been compiled.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	122			
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken		414-2(a) to (e)	Information unavailable/incomplete	This data has not yet been compiled.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	122			

Topic	Metric	Unit of Measure	Answer	Code
Sustainability Disclosure Topics & Metrics				
Greenhouse Gas Emissions	Gross global Scope 1 emissions	tCO ₂ e	2,313,619	TR-AL-110a.1
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	-	Pages 108-113	TR-AL-110a.2
	Total fuel consumed	Gigajoules (GJ)	32,367,387	
Labour Practices	• Percentage alternative	Percentage (%)	0%	TR-AL-110a.3
	• Percentage sustainable	Percentage (%)	0%	
	Percentage of active workforce employed under collective agreements	Percentage (%)	33.75%	TR-AL-310a.1
Accident & Safety Management	Number of work stoppages	Numbers	Zero	TR-AL-310a.2
	Total days idle	Days idle	Zero	
	Description of implementation and outcomes of a Safety Management System	-	Pages 76-81	TR-AL-540a.1
Accident & Safety Management	Number of aviation accidents	Number	Zero	TR-AL-540a.2
	Number of governmental enforcement actions of aviation safety regulations	Number	Zero	TR-AL-540a.3
Activity Metrics				
	Available seat kilometres (ASK)	ASK	35,497,040,949	TR-AL-000.A
	Passenger load factor	Rate	80.88%	TR-AL-000.B
	Revenue passenger kilometres (RPK)	RPK	28,709,798,645	TR-AL-000.C

