MAKATI MEDICAL CENTER

Sustaining Care, **Creating Impact**

2025 Annual Report

ABOUT THE COVER

"Sustaining Care, Creating Impact" reflects Makati Medical Center's continuing commitment to delivering compassionate, patient-centered healthcare while creating meaningful and lasting impact in the community it serves.

At the center of the design is a heartbeat that transitions into a dynamic pulse composed of diverse faces, symbolizing the doctors, nurses, healthcare workers, employees, and partners who form the heartful of MakatiMed. The heart icon at the core of the composition signifies compassion and healing, while the leaves symbolize growth, progress, and continuing efforts to nurture the well-being of its patients, the community, and the environment. Together, these elements embody how MakatiMed goes beyond care, continuously advancing healthcare standards while remaining grounded in its mission of human connection through quality service.

Through every milestone achieved in 2025, Makati Medical Center remained steadfast in sustaining care and creating impact for generations to come.

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VISION

We are the nation's most trusted, caring and internationally-recognized healthcare institution – with top-notch service, expertise and technology.

MISSION

To provide the highest quality healthcare experience for all stakeholders through –

- Competent, compassionate, collegial and ethical medical professionals and allied hospital personnel
- Superior service delivery, enhanced by technological and digital innovations and supported by research
- Sustained training/educational programs and other capacity-building initiatives; ethics-based and responsive to evolving health challenges and global standards
- Community responsive, collaborative and socially empowering healthcare programs

QUALITY POLICY

We, at Makati Medical Center, put our hearts in everything we do – live our values by doing what is right for the well-being of our patients and colleagues, compliant with regulatory & accreditation bodies' standards, practices continual improvement for the greater good of MakatiMed and the communities we serve, only through our brand of "Malasakit" care.

Quality Objectives

- To provide excellent, quality, specialized medical care to MMC patients as evidenced by the following:
  - Achieving targets in clinical and managerial indicators;
  - Continuous improvement to achieve and exceed targets;
  - Positive patient experience;
  - Uninterrupted service amidst crisis through effective business continuity plan
- To ensure the safety and continuous development of our employees, trainees and medical staff through:
  - Sustained education and training of healthcare professionals;
  - Regular and timely analysis of adverse events to determine possible gaps in employee safety practices as reflected in the culture of safety survey;
  - Effective occupational safety and health programs
- To comply with the requirements of both local and international accreditation and regulatory bodies
- To implement measures that seek to reduce carbon footprint and promote environmental sustainability.

CORE VALUES

Service Excellence – providing competent, appropriate, safe & responsive health care services that result to: positive patient outcome, highest level of satisfaction of patients & colleagues.

Behavioral Statements:

- Delivers healthcare services on time.
- Defines objectives, identifies measures & implements strategies to deliver exceptional results.
- Follows-through & fulfills commitments made.
- Meets or exceeds the stakeholders' needs & expectations consistent with MMC policies.
- Constantly seeks innovative ways to improve the quality of service.

Integrity – Demonstrating sound moral and ethical principles at work; never compromising the name & ethical standards of the hospital.

Behavioral Statements:

- Continues to do the right thing even when no one is looking or watching.
- Communicates openly, honestly and truthfully with others.
- Takes accountability for own actions & decisions at all times.

Professionalism – Upholding the code of conduct of the Hospital & ethical standards of one's profession; consistently demonstrating competence in the performance of one's duties.

Behavioral Value Statements:

- Respects diversity (gender, ethnicity, religion, cultural & economic status).
- Inspires trust by delivering results at the highest levels of professionalism.
- Learns rapidly and adapts quickly to changing situations.
- Willingly accepts additional responsibilities in the face of challenging situations.
- Strictly adheres to and complies with established policies, procedures, and standards.

Compassion – showing genuine concern and empathy through words and actions that lead to enhanced well-being of patients & colleagues.

Behavioral Statements:

- Always asks the patient about his/her condition and responds accordingly with kindness and encouragement.
- Acknowledges the patient's emotional state in the process of treatment.
- Goes the extra mile for the good of others and the organization.

Teamwork – collaborating harmoniously & respectfully with the team towards a common goal.

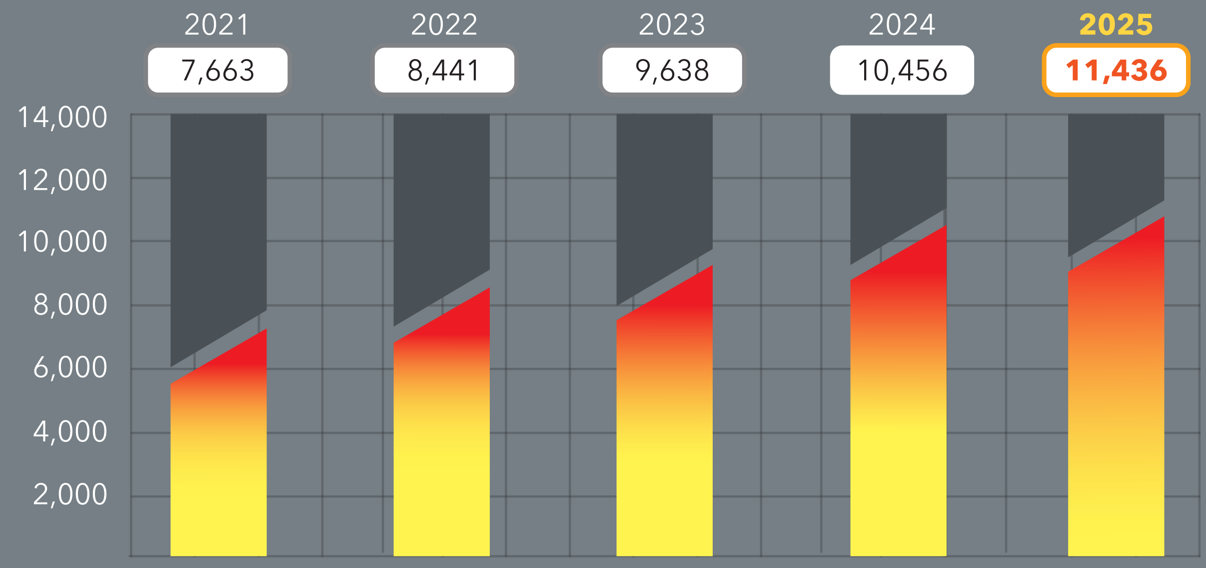
Behavioral Statements:

- Encourages and values the ideas, expertise and contributions, including constructive criticism of all team members.
- Shares knowledge and expertise with team members.
- Holds team accountable for upholding MMC values.
- Provides the needed support and resources to achieve goals and objectives.
- Builds and maintains synergy with co-workers across the organization.

FINANCIAL HIGHLIGHTS 2025

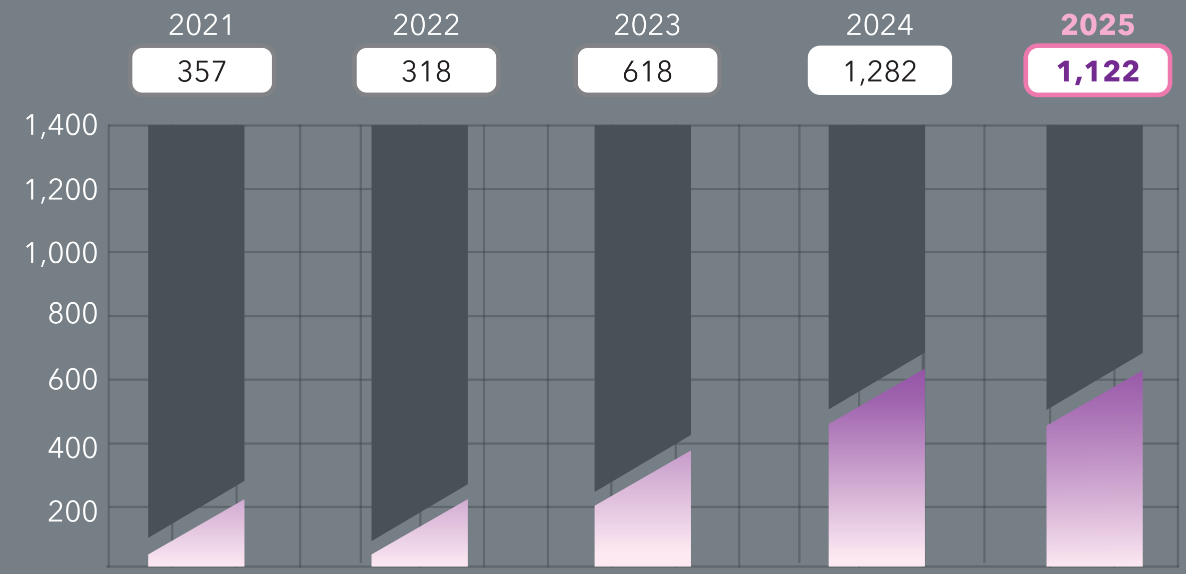
GROSS REVENUES

Group (In Million Peso)



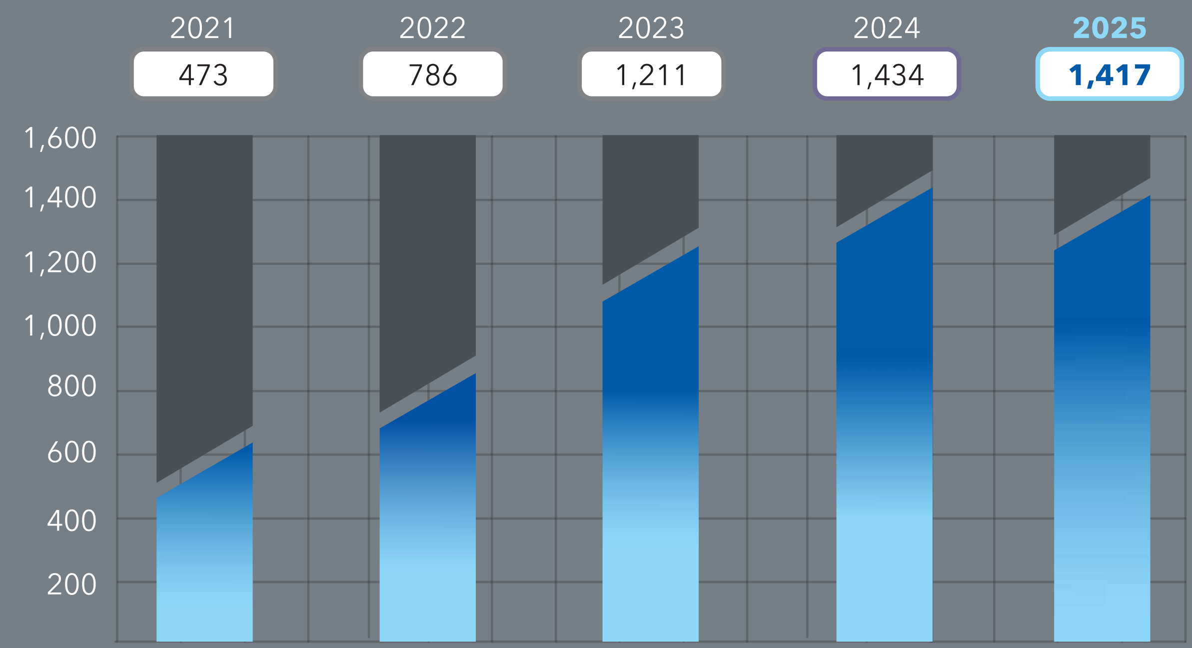
CAPITAL EXPENDITURES

Group (In Million Peso)



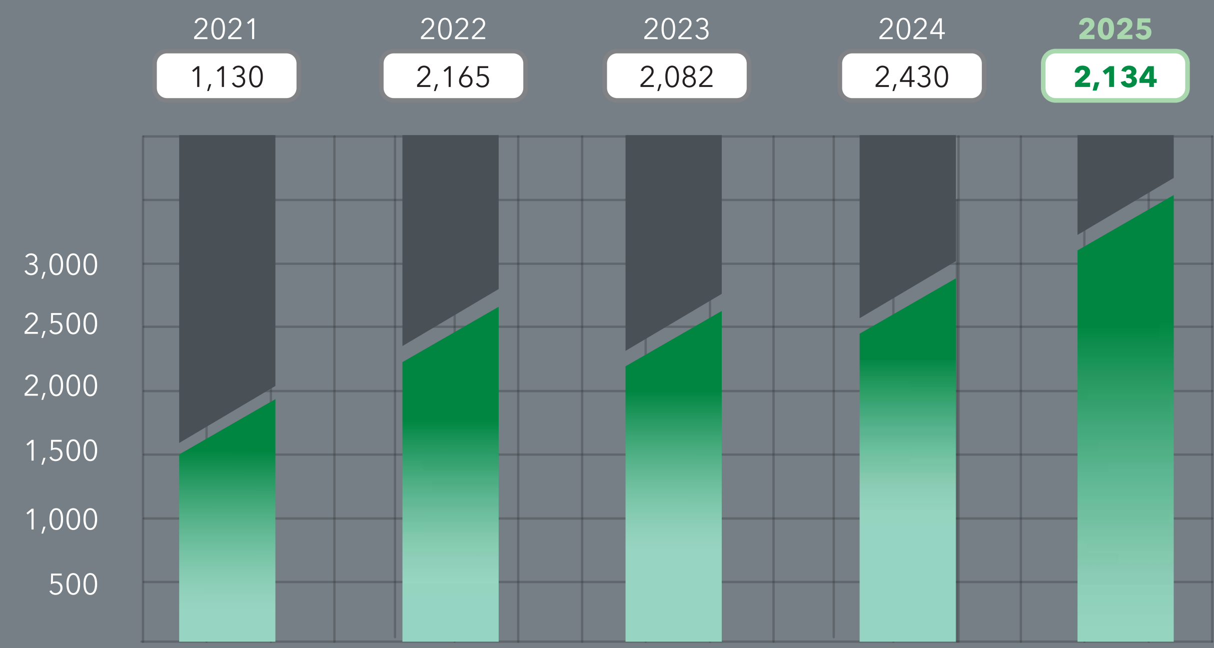
NET PROFITS

Group (In Million Peso)



OPERATING CASH FLOWS

Group (In Million Peso)



MESSAGE FROM THE CHAIRMAN

Dear Shareholders,

2025 was marked by continued growth, strategic investments, and significant milestones for Makati Medical Center. Despite ongoing economic pressures and rising operational costs across the health sector, MakatiMed remained focused on delivering quality patient care, strengthening its workforce, and investing in the technologies and facilities needed to support long-term sustainability and clinical excellence.

Makati Medical Center posted a solid 9% growth rate in 2025, reaching PhP 11.4 billion in gross revenues. Propelled by such growth, the Hospital invested PhP 236.6 million in modernizing its facilities, and PhP 642.9 million in procuring medical equipment and technologies to uphold its competitive advantage in service delivery.

While MakatiMed achieved similar growth—an 4% increase from 2024—in earnings before interest, taxes, depreciation, and amortization (EBITDA), rising costs of supplies weighed on the bottom line, resulting in a one percent dip in both net profit after tax (NPAT) and earnings per share. Retaining an NPAT margin of 12% under those conditions remains a substantial achievement when measured against performance from previous years.

One of MakatiMed's significant milestones was receiving its 5th Gold Seal of Approval from Joint Commission International (JCI). The Hospital became the first in the Philippines to earn accreditation under JCI's 8th Edition Accreditation Standards—a benchmark that reflects the discipline and dedication of everyone in this institution.

The signing of the 2025 Collective Bargaining Agreement (CBA) Amendment, following seamless negotiations between Management and the Makati Medical Center Employee Association (MAMECEA), is a testament to MakatiMed's enduring commitment to its employees – the heartbeat of our organization. The Hospital's Malasakit culture extends to every person who walks through our doors and every person who keeps it running.

This was recognized on a national scale when Makati Medical Center was named one of the Best Places to Work in the Philippines by BusinessWorld, earning eight Merit Awards in 2025 – a reflection of the inclusive and supportive work environment our people have built together.

This same commitment extends to our medical community – the driving force behind our institution. The Hospital remains steadfast in providing our doctors with suitable facilities and technologies to complement their expertise, and specialized training opportunities to advance their research and care capabilities.

As the theme of this year's Annual Report – Sustaining Care, Creating Impact – suggests, consistency in conviction and excellence carries the same weight as any singular achievement. Reliability, sustained over time, is what builds lasting trust.

Yours cordially,

Manuel V. Pangilinan
Chairman
Makati Medical Center

PRESIDENTS' REPORT

Saturnino P. Javier, MD, FPCP, FPCC, FACC, MMHoA
Medical Director and Interim Co-President and CEO

Arnold C. Ocampo, CPA, MMHoA
Chief Financial Officer and Interim Co-President and CEO

Dear Stakeholders,

Makati Medical Center made purposeful strides to uphold its distinct level of healthcare excellence in 2025, amid enduring challenges brought about by the erratic economic and industry climates.

In line with the theme of Sustaining Care, Creating Impact, our Hospital with a Heart has been deliberate in diligently exploring new technologies and innovations that can streamline the delivery of our celebrated standard of care. With utmost resolve and foresight, we have expanded our service portfolio to further accommodate the evolving and specialized needs of our patient population.

Propelled by our 5th Gold Seal of Approval from the esteemed Joint Commission International (JCI), the industry-wide authority on quality improvement and patient safety, MakatiMed is intent and primed on bringing forth meaningful impact in the health and lives of our patients, their families, and the Filipino nation at large.

Financial Results

The institution's gross revenue was augmented by PhP 980 million in 2025, achieving 9% growth vis-à-vis its 2024 revenue performance. Outpatient revenues, which accounted for 51% of the Hospital's total revenue of PhP 11.4 billion, likewise grew by 9%. Outpatient units that were major revenue contributors includes those that directly supports Oncology, Nephrology, and Surgery posting notable growths of 24%, 62%, and 10% respectively.

Makati Medical Center Care Access | Araneta City, one of the Hospital's offsite facilities, reported a staggering growth of 132% after generating PhP 55.7 million in gross revenue. Such an increase was mainly driven by its focus on hemodialysis treatment availments at the said facility.

Revenues from inpatient services grossed at PhP 5.6 billion, corresponding to a 10% growth from the previous year. The Hospital's bed occupancy rate increased by 3%, buoyed by admissions from Cardiology, Surgery, General Medicine, and Pediatrics. Consequently, revenue contribution from the said Departments grew by 13%, 9%, 14% and 11%, respectively. Robotic surgery cases at MakatiMed also rose considerably—to 66% when correlated to 2024 figures.

Impacted by factors such as escalating supply cost and increasing utilization of government-mandated discounts by patients who are senior citizens and persons with disabilities (PWDs), the Hospital yielded PhP 2.8 billion in EBITDA—which corresponded in a relatively conservative growth of 4% compared to 16% from the prior year.

MakatiMed has executed a prudent approach to procuring capital expenditures (CAPEX) in 2025. The institution invested PhP 236.6 million in building system upgrades – which included the renovations of patient rooms, the Emergency Room, and other facilities – and PhP 642.9 million in equipment modernization initiatives. Despite the decrease in CAPEX spending, down from PhP 1.3 billion in 2024, combined investments over the past two-year period resulted in an increase in depreciation by 14%.

These factors contributed to a net profit after tax (NPAT) of PhP 1.417 billion, which is 1% lower than the previous year's. Resulting earnings per share for the year amounted to PhP 414.17, down from PhP 419.17. Despite a lower NPAT, MakatiMed posted a profit margin of 12%—still considerably high relative to performance in recent years. Book value per share by the end of 2025 amounts also rose to PhP 4,017 from PhP 3,828 in 2024.

With the Creative, Communications, and Sales Services (CCSS) Division as its spearhead, MakatiMed has initiated and cultivated partnerships that encompass a spectrum of industries and sectors in order to enrich service delivery to their members and beneficiaries. In 2025, referrals from our Health Maintenance Organization (HMO), Corporate, and Strategic Hospital Alliance Program (SHAP) partners constituted 54% of the inpatient census, 40% of the outpatient census, and 72% of the Emergency Department census. These partnerships

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contributed PhP 5.221 billion in revenue, with all three business segments sustaining a combined revenue growth of 9%. The HMO segment, which attributed to 82% of the Division's sales revenues, accounted for 38% of total Hospital-wide revenue.

As the institution continues to navigate through the current economic climate, we remain resolute in seeking out avenues and opportunities that enhance our trusted brand of care—an acclaimed standard in the Philippine healthcare industry.

Service Operations

Our Hospital with a Heart has been strategically investing in advanced diagnostic and treatment modalities to bolster our preventive medicine and disease management capabilities. Among its numerous acquisitions, MakatiMed procured a new SPECT/CT machine – the Siemens Pro.specta Q3 System – to enhance the accuracy of our Nuclear Medicine studies, and optimize treatment outcomes.

In March, we expanded our sleep laboratory at the MakatiMed Institute of Neurological, Neurosurgical, and Behavioral Sciences (M.I.N.D.S.) to expedite waiting times, and effectually cater to the needs of our patients with sleep disorders. Our Center for Regenerative Medicine introduced mesenchymal stem cell therapy – a regenerative treatment that uses multipotent stem cells to repair, replace, or modulate damaged tissues and immune responses – that same month.

TECAR (Transfer of Energy Capacitive and Resistive) therapy – a non-invasive physical therapy modality that uses radiofrequency (RF) energy to promote natural healing, reduce pain, and accelerate recovery for musculoskeletal issues like strains, joint pain, and tendinopathy – was ushered in July as a substantial addition to the service offerings at the Physical Medicine and Rehabilitation Center.

The Gait and Balance Center, under the M.I.N.D.S. umbrella, was launched in October to comprehensively address the mobility concerns of our patients with neurological conditions. Blepharoplasty, a surgical procedure to remove excess skin and fat from the eyelids, was introduced at the Skin and Laser Hub later that month.

Such additions to MakatiMed's service portfolio contributed to the PhP 5.815 billion total gross revenue generated from outpatient procedures—a 9% increase from 2024.

While external variables like referral competition within the industry and among primary care centers within the vicinity, seasonal fluctuations, and shifting patient preference hurdled census growth, the Hospital still experienced a 2% increase in patient census. Utilization of offsite services were also on the upside as MakatiMed Care Access Araneta City yielded a striking 69% growth in census.

MakatiMed's impact pervades through its patient base and across communities.

Beyond the numbers, MakatiMed's impact pervades through its patient base and across communities. Our Red Light Project, which involved illuminating red LED lights installed atop of Tower 1's façade whenever the Hospital is low on blood supply, remained a popular and highly effective community engagement campaign. This – along with 45 mass blood donation activities, up from 36 in 2024, and other initiatives – enabled our Blood Bank to maintain sufficient blood supply for our patients, and successfully incite the public to make their own contributions to help save countless lives.

Nursing and Patient Care Services

The Nursing and Patient Care Services Division (NPCSD) is steadfast in its role to instill a culture that values innovation through continuing education, professional pride, compassionate service, and shared responsibility unto current and future nurse leaders from within the MakatiMed ecosystem, and across the country.

The Division conducted the 2nd International Nursing Quality, Innovation & Research Conference (INQUIRE), a two-day event that drew a total of 475 local and international participants – 275 virtually on November 6, and 200 onsite attendees the following day – consisting of nurses, academics, researchers, and healthcare leaders.

Outlined by its theme "INQUIRE on F.I.R.E.: Fueling Ideas, Inspiring Change, Raising Care Standards, Empowering Evidence," the conference featured standout topics which included recent trends that shape the future of nursing, innovation, and research; the integration of artificial intelligence in nursing research; and the use of quality tools to simplify complex hospital processes.

Through platforms such as INQUIRE, Makati Medical Center reinforces the role of today's nurses as systems thinkers and catalysts for systemic change, and its staunch commitment to advancing nursing excellence.

MakatiMed, home to the country's first hospital-based cancer specialty center, co-hosted the 7th Asian Oncology Nursing Society (AONS) International Conference last November 26 to 28. The Hospital's participation in the landmark event, the first of its kind to be held in the Philippines, was highlighted by the MakatiMed Cancer Institute's presentation on Tiered Structured Training Pathways: A Program for Aspiring Oncology Nurses in a Developing Cancer Institute; which was completed in collaboration with the Center for Nursing Education Advancement and Research (CNEAR) under the NPCSD.

Like most medical institutions across the country, Makati Medical Center remains pragmatic and levelheaded in facing the constant threat of attrition as opportunities for nurses continue to open up abroad. This absolute reality, compounded by the rise of non-patient facing nursing jobs and virtual roles as attractive alternative career options, led to a slight increase in attrition rate for the Registered Nurse (RN) position—from 35.5% in 2024 to 38.8%.

We remain driven to expand and build on our acclaimed benchmarks of excellence in clinical research and care delivery.

MakatiMed looks to stabilize its workforce in 2026 by implementing targeted retention strategies focused on flexible scheduling, and clearer internal career pathways.

As part of NPCSD's pursuit to perpetually empower our nurses, the Division duly recognizes and proudly celebrates our distinguished nurse-leaders for their diligence and devotion to their calling. NPCSD was pleasantly overwhelmed to accept 256 unique entries – each one a heartfelt story of gratitude from patients, their families, and fellow colleagues in healthcare – for the DAISY Award, which regularly salutes nurses from all over the globe who exemplified extraordinarily compassionate care. From these entries, 152 met initial qualification requirements.

Eventually, 82 of our RNs were officially nominated for the celebrated distinction. After thoughtful deliberations, eleven exceptional MakatiMed nurses were named honorees of Cycle 6 of the DAISY Award.

Truly, appreciation for our nurses extends beyond internal praise from peers and superiors—such was corroborated by the countless heartwarming testimonials and acknowledgements from the patients who they sincerely cared for.

CNEAR's Academic Partnership Program remains a potent strategic campaign, one that promotes the nursing profession to young minds by exposing students to real-world scenarios at specific areas of the Hospital—all the while, boosting MakatiMed's talent pipeline with aspiring nurses. The program, which accommodated a total of 1,775 students in 2025, has expanded its list of partner universities and colleges from around the National Capital Region and beyond; with St. John Colleges-College of Nursing (SJC-CN) in Laguna being the latest addition to the roster.

MakatiMed's NURTURE (NUrsing Research Towards Upbuilding REsults) Initiative, a brainchild of the NPCSD, was conferred with an Honorable Mention at the 2025 International Hospital Federation (IHF) Awards held in Switzerland under the American Hospital Association Excellence Award for Healthcare Workers' Well-Being category. NURTURE, a strategic initiative designed to espouse a culture of inquiry, innovation, and evidence-based research among nursing professionals, was selected from a distinguished pool of 700 nominations from 37 countries worldwide.

Deeply heartened by these individual and institutional accolades, we remain driven to expand and build on our acclaimed benchmarks of excellence in clinical research and care delivery.

Quality Management

The Hospital's Quality Management Division (QMD) is unwavering in the performance of its duties as the vanguard of safety and accountability, an advocate for continuous process improvement, and the gatekeeper of exemplary patient experience.

QMD works in synergy with 246 Quality, Safety and Compliance Service Champions (QSCCs), who are responsible for prompting and overseeing quality, safety, and compliance-related activities within their respective Units and Departments. In 2025, the Division processed the appointment of 40 new QSCCs, and provided them with foundational training relative to their new roles.

To adequately assess Hospital staff's perceptions and attitudes on how safety culture is fostered within the organization, Makati Medical Center has been administering the Culture of Safety Survey (COSS) on a Hospital-wide scale since 2010. The 2025 iteration of the COSS ran from August 18 to September 26. Survey respondents praised the institution's implementation of the following safety culture composites: Communication about Error (87%), Organizational Learning – Continuous Improvement (85%), Supervisor/Manager/Clinical Leader Support for Patient Safety (80%), Teamwork (79%), Hospital Management Support for Patient Safety (79%)—all of which scored above the internal and external benchmarks of 78% and 68%, respectively.

Engineered by the Hospital Performance Improvement Department, the Express Discharge workflow was designed through a series of Plan–Do–Study–Act (PDSA) cycles spanning the years 2024 and 2025. Early interventions included streamlining discharge documentation, reducing pre-billing documents from five down to only three, and providing standardized discharge guides to set patient expectations. In February 2025, a dedicated Patient Flow Staff (PFS) team was established to coordinate discharges, facilitate multidisciplinary communication, and address process gaps in real time. By the third quarter, a web-based daily discharge dashboard was launched—giving nurses, billers, quality officers, and the PFS team real-time visibility of discharge performance.

These interventions have produced substantial returns. Discharge turnaround time (TAT) for self-paying patients decreased from approximately 120 minutes in Q1 of 2025 to below the 90-minute target from May onwards. "Express" discharges also improved from a median TAT decreasing from 90 minutes to only 65 minutes by the fourth quarter. On top of boosting the Hospital's efficiency and capacity management, the initiative contributed to keeping patient experience scores on the high side—above 4.15 out of 5.0.

The Patient Experience Unit (PXU) of the Patient Relations Department has been conducting regular room visits and outbound calls to admitted patients to check on their overall well-being, offer assistance, provide tokens to certain inpatients (such as those celebrating their birthday during admission), and seek feedback relative to their stay at MakatiMed. The PXU team touched base with 7,874 patients over the course of the year, and a majority (79%) of the patients affirmed that they were satisfied with their experience and the service that they received at the Hospital.

Keen on building a strong culture of appreciation within the Hospital community, the Rewards and Recognition team was deeply humbled to have processed a total of 25,082 commendations from patients and their families in 2025. Based on those endorsements and other indicators, the team awarded a total of 6,865 Shining Stars as part of the Shining Star Awards program—a monthly morale-boosting initiative that duly recognizes commendable MakatiMed staff, Departments and Units, and service partners. For the year, 37 exemplary employees were also presented with the Annual Shining Star Award for having consistently received a Shining Star Award for 12 consecutive months.

With protocol compliance as its compass, the Quality Management Division stays true to its mandate to contribute in stimulating workforce engagement while championing patient-centered care, upholding the Hospital's policies and procedures, and triggering innovation through continuing quality improvement.

Human Resources Management and Development

Following smooth negotiations with the Makati Medical Center Employee Association-Alliance of Filipino Workers (MAMECEA-AFW) and the subsequent signing of the 2025 Collective Bargaining Agreement (CBA) Amendment, the Human Resources Management and Development Division (HRMDD) continued to engender a vibrant and engaging workplace environment for MakatiMed employees with its various initiatives.

With its Employee Engagement Department at the helm, HRMDD organized 55 events and campaigns in 2025. Among them were innovative activities that foster physical wellness through chair yoga, and jump rope classes; art and self-expression through coffee painting, and neurographic art, and creative journaling sessions; and community-building through the Entreployee Market bazaar, a platform for staff to showcase their homegrown products and businesses to the rest of the MakatiMed community.

The Employee Well-being Clinic (EWC), Makati Medical Center's dedicated in-house healthcare facility for employees and their dependents, expanded its services to augment its preventive care and mental health support campaigns and capabilities. In response to the increasing demand for accessible mental health care, the EWC facilitated 193 psychiatric consultations through engagement with its new in-house specialist. To further promote employee health, safety, and productivity, the EWC orchestrated targeted short lectures and webinars covering timely and relevant topics, including women's mental health, smoking cessation and lung cancer awareness, diabetes and obesity prevention, and workplace nutrition.

These initiatives expanded the Hospital's employer brand visibility, enhanced pipeline generation, and bolstered our positioning as an employer of choice within the healthcare sector.

The EWC team conducted 16,827 medical consultations, 1,154 Annual Physical Examinations (APEs), and 2,841 dental consultations and procedures in 2025. A total of 2,593 employees, consultants, and house staff received influenza vaccinations as part of its preventive health program.

To elevate workforce capability and fortify the Hospital's service culture, the Learning & Development (L&D) Department ran a total of 366 training programs—reaching 9,798 participants across the organization. To drive home MakatiMed's patient-centered principles, the L&D Department launched the Patient First Culture Workshop for resident doctors in January.

In collaboration with the Creative Communications & Sales Services Division (CCSSD), the Organization Development (OD) Department oversaw the Hospital's participation in the Best Places to Work Survey, which produced Silver Awards across eight categories encompassing overall workplace quality, diversity, inclusion, well-being, and generational equity. The Department also led MakatiMed's Investors in People (IiP) 24-month renewal—presenting the hospital's human capital strategy, which is anchored on the Harvard Model of HRM and IiP standards.

OD operationalized the Succession Management Plan (SMP) through data-driven talent profiling, executive assessments, and the rollout of the LEAD Executive Series in partnership with the Asian Institute of Management (AIM)—ensuring institutional sustainability and a consistent pool of future leaders. Employees' career pathways were likewise reinforced through the Career Architecture Program.

The team was central in optimizing manpower productivity. Through manpower rationalization initiatives, PhP 49.46 million in cost savings was generated without compromising efficiency and quality of care.

Through diversified sourcing platforms and recruitment channels, the Talent Acquisition Department (TAD) delivered and deployed a total of 762 new hires across various clinical, allied health, and non-clinical roles. Strategic workforce planning and calibrated talent sourcing enabled the Department to respond effectively to critical manpower requirements—directly strengthening Makati Medical Center's operational capacity and service delivery standards.

TAD team actively represented MakatiMed in 69 recruitment-related activities nationwide, including career fairs, mock interview sessions, campus engagements, industry partnerships, and other professional networking campaigns. These initiatives expanded the Hospital's employer brand visibility, enhanced pipeline generation, and bolstered our positioning as an employer of choice within the healthcare sector.

Information Communication Technology

Infrastructure and systems improvements remained the Information and Communications Technology (ICT) Division's priorities in 2025. Upgrades to the network, servers, and storage – paired with regular preventive maintenance – brought forth reliability, security, and overall performance. Following vulnerability assessment and penetration testing performed by an independent firm, the Division implemented targeted improvements and developed remediation strategies to ensure a systematic approach of addressing immediate risks and long-term vulnerabilities. With remediation of high-risk vulnerabilities as one of its priorities, ICT has devised and implemented a plan of action to upgrade legacy servers, decommission outdated technology, and push forward zero trust access controls.

To further strengthen the Hospital's cybersecurity posture, the ICT Division partnered with a qualified third-party provider to enhance critical security functions, including security monitoring, incident response, vulnerability management, and threat intelligence. These capabilities enabled the Managed Security Operations Center (MSOC) to conduct real-time threat detection, correlate events with multiple threat intelligence sources, generate actionable alerts, and carry out comprehensive end-to-end investigations. This integrated approach ensures continuous monitoring, rapid response, and fortified protection against cybersecurity risks.

A dedicated Data Analytics Unit was established within the ICT Division in the past year. This Unit proved fundamental in expanding the Division's analytics capabilities, developing operational dashboards, and improving data governance across the organization.

The Division completed more than 130 automation projects and solutions to support Hospital operations. Dashboard schedulers were deployed in diagnostic units to streamline workflows, while continuous system enhancements were carried out based on feedback and requests from departments throughout the Hospital.

ICT made meaningful strides in harnessing artificial intelligence as an investment in improving the overall MakatiMed experience. By integrating AI, MakatiMed enhanced the way patients access information and support, making interactions faster, more seamless, and readily available. The technology delivers instant, accurate, and reliable responses that help reduce waiting times, minimize confusion, and improve accessibility for patients seeking immediate assistance. In collaboration with Service Operations and the Creative, Communications, and Sales Services Division (CCSSD), an AI chatbot was deployed across MakatiMed's website and social media channels to provide prompt, round-the-clock support for patient inquiries.

By integrating AI, MakatiMed enhanced the way patients access information and support, making interactions faster, more seamless, and readily available.

Facilities Management and Engineering Services

The Facilities Management and Engineering Division (FMED) executed key operational and capital initiatives. During the year, the Division prioritized the completion of critical facility upgrades, enhanced building safety and asset protection, and improved energy efficiency—directly supporting operational continuity, risk mitigation, and organizational performance.

Among the projects undertaken were:

- The renovation of additional 33 patient rooms, as part of FMED's modernization campaign;
- The modernization of dietary service facilities were to ensure compliance with regulatory food safety standards;
- The relocationof MMC HealthHub Outpatient to the Wellness Center in Ayala North Exchange to optimize patient access;
- Renovations to the Breast Imaging Center (Outpatient Hospital) and Brachytherapy Room to improve operational functionality;
- The expansion of the Pain Management Services, featured a new waiting area, to accommodate increased patient volume;
- The expansion of the Sleep Laboratory and the Pulmonary Center increased room and service capacities;
- The renovation of the Neonatal Intermediate Care Unit (NIMCU) to address facility aging, and reduce operational risk;
- The renovation of nursing areas – specifically nurse stations and medication rooms – to uphold patient safety standards; and
- The completion of cooling system enhancements with the installment of 112 air-conditioning units across patient rooms and doctors' clinics.

In spite of the infrastructural expansions and developments, MakatiMed was able to reduce energy consumption by 719,072 kilowatt-hours (kWh), achieving savings of PhP 5.7 million versus the 2019 baseline.

To facilitate uninterrupted healthcare delivery, FMED upgraded the Hospital's building protection and safety infrastructure by:

- Upgrading the Fire Detection Alarm System (FDAS);
- Installing four (4) Argonite fire suppression cylinders to boost fire protection of critical areas.
- Conducting a comprehensive inspection and major repairs relevant to fire compartmentation to restore system integrity and maintain compliance;
- Instigating the replacement of capacitor banks for Towers 1 and 2 for electrical safety; and
- Spearheading the replacement and rehabilitation of the elevated water tank.

In addition, FMED continues to collaborate with the Quality Management Division-Clinical Safety and Risk Management (QMD-CSRM) Department and the Facility Management and Environment Safety Committee (FMESc) to implement Facility Management and Safety (FMS) programs to sustain the Hospital's impeccable safety benchmarks.

Supply Chain Management

The Supply Chain Management (SCM) Division processed a total of PhP 4.0007 billion worth of transactions this past year, reflecting a slight decrease of 0.03% increase compared to PhP 4.0008 billion in 2024. 62% of the transactions consisted of purchase orders and agreements relating to medicine and medical supplies. The remaining were spent on medical equipment (18%), facilities (10%), and admin and IT supplies (9%).

Among the major acquisitions in 2025 were the Siemens NAEOTOM Alpha.Pro Photon-counting CT scanner, the Saginova Afterloader for HDR Brachytherapy, the ICG Laparoscopy Tower, GE Vivid E95 and Vivid S70 ultrasound machines, and FibroScan and C-Arm machines.

The Division successfully launched the Green Procurement Program, which aims to promote responsible sourcing and support the adoption of environmental, social, and governance (ESG) practices across the Hospital's supply chain. In support of this campaign, SCM conducted a Green Procurement End-User Engagement and Awareness session to align internal stakeholders with the program's objectives.

For the year 2025, the Hospital achieved total savings of PhP 690 million from supplier negotiations—a marked increase of 61% compared to the previous year.

Corporate Social Responsibility and Environmental, Social, and Governance

Driven to spread MakatiMed's Malasakit culture within and beyond the walls of the Hospital, the institution initiated several Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) endeavors in 2025.

To help spread the true meaning of Christmas, a joint NPCSD and FMED team of volunteers visited SOS Kitchen in UP Diliman, Quezon City to prepare a total of 500 meals for the hungry street dwellers in the area.

The Hospital held in-house surgical missions – which were in partnership with the Makati Medical Center Foundation and Toyota – in March, April, and August. MakatiMed also conducted eight medical-surgical missions across places such as Batangas, Leyte, and Bacolod City.

MakatiMed's Environmental, Social and Governance (ESG) Council engineered several recycling and green initiatives in 2025. The campaigns, which successfully diverted 30% of residual waste from landfills through recycling, produced 121,229 kg of collected recyclables—a staggering 91% increase from the previous year. Such growth reflects the

Makati Medical Center remains enveloped with the spirit of altruism, and earnest in delivering compassionate care to the extended MakatiMed community—the Filipino people.

community's burgeoning fervor to embrace modern waste management principles and practices.

The ESG Council spearheaded a donation drive to aid in the reforestation of the Ipo Watershed in Bulacan. The donations were endorsed to the Briquettors Association of the Philippines, Inc. (BAPI); which oversaw the planting of 200 narra trees, 100 lawaan trees, and 100 dungon trees.

Together with HRMDD and FMED, the Council also championed a community waste drive wherein recyclables were sold to one of our material recovery facility partners Berdeng Kalabaw. The proceeds generated from this undertaking were used to fund charitable causes such as purchasing grocery items for the beneficiaries of the Concordia Children Orphanage.

The collection drive likewise generated over 800 kg of wearable clothes and shoes. Along with toiletries, rice sacks, and pantry supplies, these were donated to Caritas Manila in support of their relief efforts for the victims of the typhoons and earthquakes that plagued our country last year.

Makati Medical Center remains enveloped with the spirit of altruism, and earnest in delivering compassionate care to the extended MakatiMed community—the Filipino people.

Making a Difference

Continuity should not be correlated with the concept having an aversion to innovation. Sustainability at our Hospital is the ultimate product of our perpetuation of excellence in service delivery, clinical research, business and industry adaptation, and overall patient experience.

To our patients, consistency feels like home. Makati Medical Center serves as their trusted security blanket. It's the place they run to—the one that they know they can depend on.

We remain adamant in modernizing our infrastructure of care in line with our pursuit to influence our patients to look after their long-term health and well-being, with our steadfast guidance and expert hands. We look to make a lasting impact on Filipinos' perception of what quality healthcare should be.

REPORT OF THE MEDICAL DIRECTOR

Dear Stockholders and Colleagues,

The year 2025 marks the fifth time that Makati Medical Center hurdled the Joint Commission International (JCI) Accreditation Survey - thereby having the distinction of being the first Philippine hospital to get the Gold Seal of JCI based on the rigorous standards of the latest 8th Edition.

Throughout the year, MMC and its community of medical professionals continued to pursue clinical excellence in every field of Medicine through numerous milestone procedures, successful accreditations and recertifications, numerous awards and recognition and the continual expansion of its roster of services, programs and competencies.

The MakatiMed Cancer Institute was established in April 2025, coming close on the heels of the other two Centers of Excellence, namely the Heart Institute and the Institute of Neurosciences or M.I.N.D.S which were launched a few months prior. These three institutes would embark on various programs to strengthen these pillars of care in MMC- namely Oncology, Neurology and Cardiology. Already, during its formal launch, M.I.N.D.S officially introduced the Gait and Balance Center, Headache Clinic, Memory and Neurocognitive Wellness Center, Neuropsychology and Clinical Psychology Unit, and the Center for Epilepsy Care.

The MakatiMed Cancer Institute on the other hand would expand the screening, surveillance and survivorship programs - with its Comprehensive Cancer Screening packages and Patient Navigator Program while the MMC Heart Institute would further expand cardiac packages, cardiac risk profiling and join the robotics surgical services through the Section of Thoracic and Cardiovascular Surgery.

Various technological acquisitions further enhanced the capability of MMC as a leading healthcare facility in the country. Quality initiatives and service enhancements remained priorities for Management as the various infrastructure renovations were being undertaken, and new facilities were being completed. Reassuringly, based on November 2025 Physician Engagement Survey, the satisfaction level of MMC Physicians was very high. MMC Physicians rated the Hospital highly as a place to practice (87%) and as a place to receive medical care [90%]. Both satisfaction ratings in 2025 were higher than the 2024 net promoter scores of 84% and 76% respectively. The satisfaction ratings match the equally high ratings obtained from the Patient Experience Surveys - an overall satisfaction of 4.8 (based on a scale of 1-5).

By and large, 2025 continued the path of growth and excellence that MakatiMed embarked on after the COVID-19 years of 2020 to 2023. The entire community looks forward to the ensuing years with fervent hope, optimism and prayers that MakatiMed continues to be blessed.

To our dear stockholders, I am pleased to give you the full report of the year 2025.

Saturnino P. Javier, MD, FPCP, FPCC, FACC, MMHoA
Medical Director and
Interim Co-President and CEO

JCI Gold Seal Anew for the 5th Time - Among Others

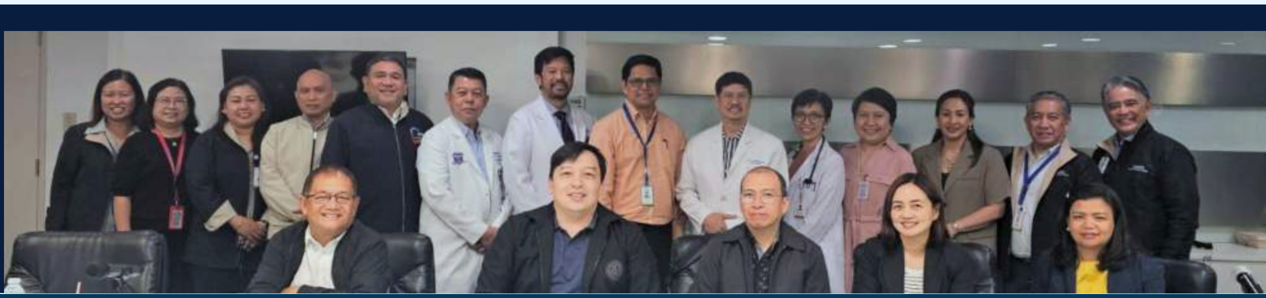
On February 17-21, 2025, Makati Medical Center successfully hurdled the 5th Joint Commission International (JCI) accreditation survey. The 5th JCI accreditation was officially bestowed on March 1, 2025. MMC is the first hospital in the Philippines to pass the JCI survey based on the more rigorous accreditation standards of the 8th Edition. This international reaccreditation paves the way for MMC to assure its clientele that the quality and safety of healthcare delivered by the institution fully adheres to international standards.

Two weeks after the JCI Survey, MMC similarly passed the Quality Inspection Audit of the Department of Health [DOH].

On March 20, 2025, MMC was re-accredited as a Mother-Baby Friendly Health Facility for complying with the standards set by DOH and exemplifying its commitment to safe, high quality and effective maternal and neonatal care. Five months later, MMC and its Mother-Baby Friendly Hospital Committee achieved Hall of Fame distinction from the DOH (Metro Manila Center for Health Development Local Health Support Division) and was formally recognized on August 20, 2025 at Hotel Lucky Chinatown, Binondo, Manila. The singular honors - accorded to the Hospital's Department of Pediatrics and the Department of Obstetrics & Gynecology - were made possible by the committee headed by Anna Liza A. Lopez-Gabriel, MD (Chairperson), Patricia M. Kho, MD (Co-Chairperson) and members – Catherine O. Onghanseng, MD and Anna Lorrain L. Nora-Gochingco, MD, with the able support of a team of hardworking nurses and trainees.

MMC and its Mother-Baby Friendly Hospital Committee achieved Hall of Fame distinction from the DOH

On August 7, 2025 MMC passed the 2nd Surveillance Audit of the ISO 9001:2015 with zero findings of non-conformity. The audit covered four sites: the Main Hospital, the MMC Care Access Araneta, Discovery Primea Care Access, and



MMC passed the 2nd Surveillance Audit of the ISO 9001:2015 with zero findings of non-conformit

Joint Commission International Accreditation 2025

MakatiMed Wellness Center at Ayala North Exchange. The successful audit paved the way for all four sites to remain ISO-accredited until August 2026.

Awards and Recognition

In January, Newsweek and Statista released the list of Asia's Top Private Hospitals for the first time. The list included private hospitals in India, Indonesia, Japan, Malaysia, the Philippines, Singapore, South Korea, Taiwan, and Thailand. MMC was one of 11 hospitals from the Philippines which managed to land the list.

In July, MMC was again recognized by Newsweek as one of the Best Specialized Hospitals in Asia Pacific 2025. The hospital was cited in five major specialties: Cardiac Surgery (#65), Cardiology (#60), Oncology (#119), Pediatrics (#91), and Endocrinology (#72). Of the five specialties, Cardiology obtained the highest rank.

In the first quarter of 2025, the Stroke Team of the Department of Neurology garnered the Platinum distinction from the World Stroke Organization (WSO) Angels Award in recognition of its topnotch quality stroke care. The Platinum Distinction is just one of the many quarterly recognitions that the Stroke Team continues to amass for the past two years from the WSO.

During the Annual CEO Summit of the Metro Pacific Hospital network held in Makati Shangri-La Hotel on July 17, 2025, MakatiMed was once again conferred for the Clinical Distinction Award. This is the 2nd year in a row that the Hospital has received this kind of recognition from the 29-member strong network of Metro Pacific Hospitals. The recognition once again validates the leadership of MakatiMed in the realm of medical and surgical expertise, clinical milestones, breakthroughs, and academic accomplishments.

In August 2025, MakatiMed was awarded Top 1 among Level 3 hospitals for both Low Returned Claims and Low Denied Claims Rate among the healthcare facilities under Philhealth Regional Office–NCR South covering December 2024 to June 2025. This recognition reflects the hard work, dedication, and commitment of the MakatiMed PhilHealth Team and the Finance Division.

The International Association of Business Communicators (IABC) Philippines awarded MakatiMed's ESG 3+ Webinar series with the Award of Merit for Sustainability Communication last August 27, 2025. This award recognizes exceptional communication campaigns that

MakatiMed was once again conferred for the Clinical Distinction Award

PhilHealth Recognition


PhilHealth

Certificate of Recognition

This Certificate is proudly presented to

MAKATI MEDICAL CENTER

for demonstrating performance in maintaining the
Low Returned Claims rate
reflecting the facility's commitment to providing quality healthcare and ensuring effective patient outcomes.

Given this July 30, 2025 at Luxent Hotel, Quezon City

JONATHAN MICHAEL H. ELE, MD
BAS HEAD
PRO NCR SOUTH

CHERYL W. PEÑA
BRANCH MANAGER
PRO NCR SOUTH

PhilHealth

Certificate of Recognition

This Certificate is proudly presented to

MAKATI MEDICAL CENTER

for demonstrating performance in maintaining the
Low Denied Claims Rate
for the period of December 2024 - June 2025.

Given this July 28, 2025 at Luxent Hotel, Quezon City

JONATHAN MICHAEL H. ELE, MD
BAS HEAD
PRO NCR SOUTH

CHERYL W. PEÑA
BRANCH MANAGER
PRO NCR SOUTH

PhilHealth Certificates

Best Employers List for three consecutive years - 2023, 2024 and 2025

support a business' environmental, social and governance projects and initiatives. In a feature article, Hospital Management Asia (HMA) highlighted the ESG Council's initiative to advance MakatiMed's waste management program and showcased recycling efforts which emphasized the hospital's commitment to extending proper waste segregation practices beyond general operations to include patient and family engagement. It was yet another validation of MakatiMed community's dedication to sustainable healthcare operations and proactive approach to environmental stewardship.

In October 2025, MakatiMed was cited anew as one of Philippines' Best Employers in an independent survey by Philippine Daily Inquirer and Statista. MakatiMed has been in the Best Employers List for three consecutive years - 2023, 2024 and 2025.

MakatiMed was likewise conferred the Silver Merit Award by BusinessWorld on December 2, 2025 for various categories:

- Best Places to Work - Very Big Organizations
- Best Places to Work for Women
- Best Places to Work for LGBTQ+
- Best Places to Work for Disabled
- Best Places to Work for 16-34 yrs old
- Best Places to Work for 55+ years old
- Best Places to work for Employee Well Being

In November 2025, MMC Infection Prevention and Control Unit was recognized by the Philippine Hospital Association's (PHA) for Hospital Best Practices in Infection Prevention and Control (HBPIPC) Awards Year 12, during the PHA 76th Annual National Convention at the Fiesta Pavilion, The Manila Hotel.

MakatiMed's Pride: Circle of Prime Movers and Leaders

Aside from all these honors and recognitions in 2025, MakatiMed takes great pride in having 22 top leaders of national and international societies in its roster – namely,

- Leo Carlo D. Baloloy, MD, President, Philippine Society for Transplant Surgeons
- Bernadette C. Benitez, MD, President, Philippine Society for Developmental and Behavioral Pediatrics
- Jasmin Melissa B. Bernardo, MD, President, Philippine Society of Vascular Medicine

- Iluminada T. Camagay, MD, National Chairperson, Regional Anesthesia Society of the Philippines
- Merle F. Dela Cruz-Odi, MD, Chairperson of the Pain Society of the Philippines
- Sylvia C. Estrada, MD, President, Asia Pacific Pediatric Endocrine Society
- Rico D. Estrella, MD, President, Philippine Society of Ultrasound in Surgery, Inc.
- Mari Jasmin J. Jamora, MD, President, Philippine Dermatological Society
- Raul L. Lapitan, MD, President, Philippine Chapter, International Cardio-Oncology Society (ICOS)
- Augusto D. Litonjua, MD, President, Philippine Center for Diabetes Education Foundation (PCDEF)
- Erasmo Gonzalo D. Llanes, MD, President, Association of Southeast Asian Nations, Academy of Neurotology, Otology and Audiology (AANOA)
- Jose Paulo P. Lorenzo, MD, President of the Asia Pacific of Association for Rheumatology (APLAR)
- Joselito C. Pascual, MD, Founding President, Philippine Academy of Addiction and Recovery Medicine (PAARM)
- Renee Vina G. Sicam, MD, President, Philippine Society for Cervical Pathology and Colposcopy
- Ricardo Jose T. Quintos, II, MD, Secretary General, Asian Union for Microcirculation
- Ma. Clariza M. Santos, MD, President of the Philippine College of Hematology & Transfusion Medicine
- Reynaldo P. Sinamban, MD, President, Philippine Society for Parenteral and Enteral Nutrition (PhilsPEN)
- Jeffrey S. So, MD, Founding Member and First President, Southeast Asian Urological Pathology Society
- Marcus Lester R. Suntay, MD, President, World Surgical Foundation Philippines
- Mary Ellen A. Sy, MD, President, Philippine Academy of Ophthalmology
- Catherine S.C. Teh, MD, President, International Society of Fluorescence Guided Surgery

Other Clinical Leaders with Distinction

On October 20, 2025, Grace Dyan C. Maranan, MAN, RN, FiSQua, CLSSBB, received the Soledad Velez Pangilinan Award for Excellence in Nursing Leadership in Shangri-La, The Fort, BGC. Named in honor of the mother of MMC Board Chairman Manuel V. Pangilinan, the SVP Awards is an annual recognition program of the Metro Pacific Hospital

On October 20, 2025, Grace Dyan C. Maranan, MAN, RN, FiSQua, CLSSBB, received the Soledad Velez Pangilinan Award for Excellence in Nursing Leadership

Network for exemplary nurses from its 29-member hospitals. RN Maranan is the second MakatiMed nurse leader to receive the award in this category.

Ms. Hazel Faye R. Docuyanan, RPh, MS, head of the Pharmacy Division was elected President of the Asian Conference on Clinical Pharmacy July 2025 – 2027.

Dialogues and Town Hall Assemblies

MMC Management fully recognizes the value of effective communication and dialogue as it regularly holds Town Hall assemblies with line heads and managers. The Year-end Town Hall assembly was held on November 3. It was another opportunity for Management to update the clinical and corporate leaders on the financial status, as well as various clinical and operational initiatives.

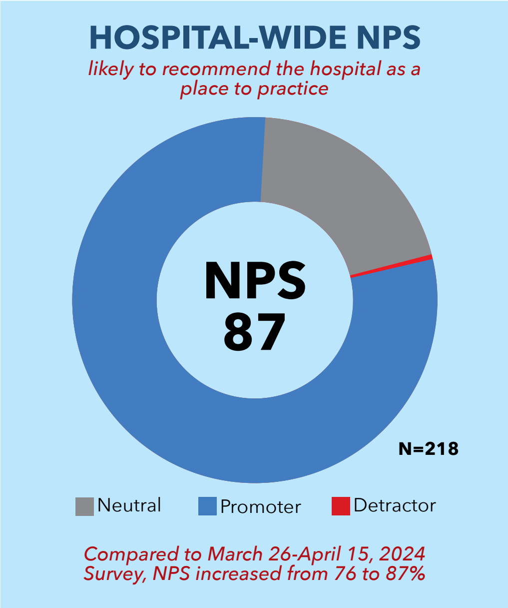
To ensure that all healthcare workers in the hospital are duly given the necessary orientation to demonstrate professionalism and compassionate service to all patients, the Office of the Medical Director and the Medical Services Division in coordination with the Medical Staff Association, held a Town Hall assembly with all clinic secretaries on November 7, 2025. The meeting became a healthy forum which addressed lingering issues and emphasized crucial practices that all secretaries were enjoined to embrace.

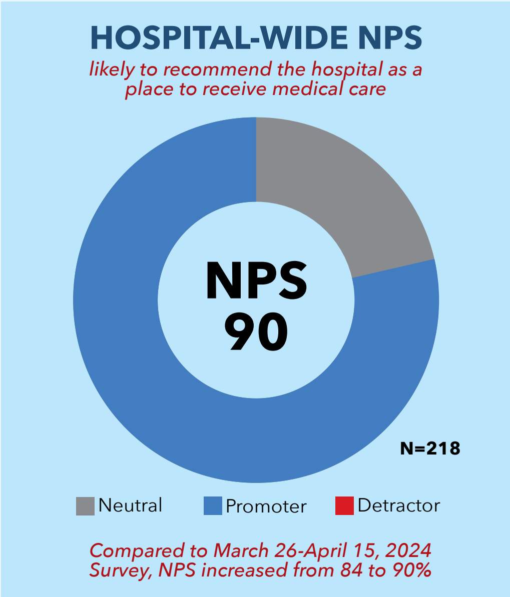
The pivotal Clinical Leadership Colloquium with all Department chairpersons, Section Chiefs and Institute Directors was held on November 20, 2025, providing yet again another forum to update and align all leaders with the clinical thrusts and programs of MakatiMed.

Physician Engagement Survey: Getting the Pulse of the Clinical Group

A follow up survey of MMC Physician Engagement was conducted on November 6-10, 2025 to determine the perceptions of MMC Physicians concerning two crucial questions. On a scale of 1 to 10 where 10 is extremely likely and 1 is extremely unlikely, the respondents were asked: [1] How likely are you to recommend MakatiMed as a place to practice? [2] How likely are you to recommend this hospital as a place to receive medical care?

Two hundred eighteen physicians responded to the survey. Both questions elicited higher net promoter scores (NPS) compared to 2024. In 2024, the NPS for MakatiMed as a place to practice was 76% and this increased to 87% in 2025. As a place to receive medical care, the NPS increased from 84% to 90% in 2025.





In Pursuit of New Programs and Services

MMC launched a number of programs and services in 2025 - all of which sought to expand the range of services that the hospital could provide the community. Some of them are as follows:

The new SPECT CT diagnostic imaging machine PRO.SPECTA Q3 by Siemens started its operations in January 2025. This state-of-the-science scanner offers advanced features such as anatomical localization of lesions and attenuation correction, significantly reducing image artifacts, and enhancing the accuracy of Nuclear Medicine studies. These improvements will play a vital role in advancing patient management and optimizing treatment outcomes. The clinical applications include, but are not limited to, the following: Bone Scintigraphy, Myocardial Perfusion Imaging (MPI), V/Q Scans and Post-therapy scanning.

MakatMed Wellness Center – DR Ultrasound at Ayala North Exchange started offering the following new services in February 2025: Cervical Length Assessment, Nuchal Translucency, Pelvic Floor (Transperineal Scan), Gyne-Onco Ultrasound, Placental Localization (Transvaginal), Fetal Echocardiogram and Deep Infiltrating Endometriosis Scan.

To further expand the services of the MakatiMed Institute of Neurological, Neurosurgical, and

MakatiMed Institute of Neurological, Neurosurgical, and Behavioral Sciences (M.I.N.D.S.), a third Sleep Laboratory was inaugurated on March 25, 2025

Behavioral Sciences (M.I.N.D.S.), a third Sleep Laboratory was inaugurated on March 25, 2025. This would further render this facility easily available to more patients requiring sleep studies. Continuing its drive and focus for more patient-centered services, M.I.N.D.S launched and relaunched several centers on November 17, 2025 namely – Gait and Balance Center, Headache Clinic, Memory and Neurocognitive Wellness Center, Neuropsychology and Clinical Psychology Unit and the Center for Epilepsy Care.

In June 2025, Physical & Rehabilitation Medicine offered a new service – Transfer of Energy Capacitive and Resistive (TECAR) therapy, a non-invasive treatment that uses high-frequency electromagnetic energy to stimulate the body's natural healing process. This technique generates heat within the body tissues, promoting tissue repair.

The Pain Management Services (PMS) unit under the leadership of Rosario M. Cloma, MD, was inaugurated on July 25, 2025

The Breast Imaging Center was inaugurated on October 8, 2025 inside the Main Hospital

The Skin and Laser Hub at MakatiMed Wellness Center launched blepharoplasty using Alma Hybrid machine (laser eyelid surgery or laser-assisted blepharoplasty) in July 2025. Laser blepharoplasty is cosmetic surgery for the eyelids that uses CO2 lasers such as the Alma Q laser, instead of a scalpel.

The Pain Management Services (PMS) unit under the leadership of Rosario M. Cloma, MD, was inaugurated on July 25, 2025, positioning itself for both inpatient and outpatient services. The unit is poised to extend its reach across many departments and centers, given the vital scope of its functions.

The Breast Imaging Center was inaugurated on October 8, 2025 inside the Main Hospital as MMC sought to expand the range of services for this organ system.

Partnerships and Collaborations: Finding Strength in Numbers

MMC and UC Davis Comprehensive Cardiac Center signed a Memorandum of Understanding on February 11, 2025. The event coincided with the collaborative symposium of MakatiMed and UC Davis which featured topnotch speakers from the two centers. The MOU covered diverse areas of collaboration between the two institutions. The signatory for UC Davis was Primo N. Lara Jr., MD, Director of UC Davis Comprehensive Cancer Center.

Also in February 2025, the hospital's Department of Neurology entered into another collaboration with Michael J. Fox Foundation. The collaboration will put more efforts on studies that would elucidate genetic causes of Parkinsons' Disease and atypical Parkinsonian Syndrome. Another research collaboration was with the University of Lubeck, Germany under the Global Parkinson genetic Program).

In May 2025, as part of the collaboration with US CDC through the Global Action in Healthcare Initiative (GAIHN), Marita Joesoef, Health Security Partners (HSP) - Network Coordinator for Indonesia, held in-depth discussions with the MakatiMed Infectious Control Committee to learn about effective IPC practices and procedures to understand the operational structures supporting these IPC practices and identify lessons and best

The signatory for UC Davis was Primo N. Lara Jr., MD, Director of UC Davis Comprehensive Cancer Center.

In May 2025, as part of the collaboration with US CDC through the Global Action in Healthcare Initiative (GAIHN), Marita Joesoef, Health Security Partners (HSP) - Network Coordinator for Indonesia, held in-depth discussions with the MakatiMed Infectious Control Committee

practices for implementing these IPC initiatives in health facilities in other countries.

On September 12, 2025, the Center for Tropical and Travel Medicine (CTTM) participated in the HIV Joint Program Review with Jan Derek D. Junio, MD, DOH HIV program manager, Ms. Martha de la Paz of UNAIDS; and Machiko Otani, MD of the World Health Organization. The visit and the review sought to learn best practices from MMC and to understand the challenges faced by CTTM as an HIV treatment hub.

Clinical Milestones: Setting the Pace

First Pediatric ECMO in MMC

The Extracorporeal Membrance Oxygenation (ECMO) team, along with the Department of Pediatrics had its first pediatric ECMO patient in January 2025 under the service of Romeo S. Nuguid, MD, Robert Dennis J. Garcia, MD, Aurelia G. Leus, MD, Marcelle B. Reyes-Tiu, MD, Dexter Eugene D. Cheng, MD, Carlos H. Garcia, MD, Abelardo Alan T. Prodigalidad Jr., MD with the able support of Critical Care teams from MakatiMed and KK Women's and Children's Hospital Singapore.

Another ECMO success story was a patient with cardiomyopathy under the service of Margaret Joyce A. Cristi-Limson, MD. The patient was subsequently put on Venoarterial ECMO by the surgical team of Joan B. Benitez, MD, Leo Carlo V. Baloloy, MD and Raphael G. Tuazon, MD and rendered critical care by the team of Rod T. Castro, MD, Maria Claudia G. Alcancia, MD and Jillian Mae Tabora-Lacdao, MD. The patient was successfully decannulated after four days on ECMO and eventually discharged in stable condition thereafter.

First Image-Guided SN for Orbital Surgery

In Ophthalmology, Ma. Donna D. Santiago, MD successfully performed MakatiMed's first image-guided surgical navigation (SN) for orbital surgery on a 37-year-old female presenting with right eye proptosis. The patient underwent successful en bloc excision of the retro-orbital mass though lateral orbitotomy with beveled bone flap utilizing image-guided (Brainlab) orbital navigation. Image-guided surgical navigation allows for three-dimensional localization of the surgeon's instruments to assist in preoperative planning and thus minimize operative complications. Dr. Santiago was ably assisted by Ma. Patricia R. Riego de Dios, MD, Hezekiah Mikhail Vicente Q. Malubay, MD and Benjamin Abela, III, MD.

First Endoscopic Submucosal Dissection

In February 2025, the Section of Gastroenterology and Endoscopy Center successfully performed its first Endoscopic Submucosal Dissection (ESD). The procedure was performed by Marc Julius H. Navarro, MD (Advanced Luminal and Third-Space endoscopist) along with Kirsten De Guia-Fernandez, MD (anesthesiologist). ESD is an advanced endoscopic technique designed to remove large, complex or early-stage cancerous lesions from the upper and lower gastrointestinal tract.

First Cochlear Implantation: Also in February, the Section of Otology – Neurotology under the Department of Otorhinolaryngology – Head and Neck Surgery team composed of Clydine Maria Antonette G. Barrientos, MD, Gerard F. Lapiña, MD, Erasmo Gonzalo D. Llanes, MD in collaboration with Aurelia G. Leus, MD (Pediatrics) and Rosario

Loraine M. Moscare, MD (Anesthesiology) performed the first cochlear implantation in MMC. The procedure ensured that the patient who had been diagnosed with congenital profound hearing loss in both ears, would now face a bright future with this life-altering treatment.

PDA Closures in Preterm Infants: In April 2025, the Department of Pediatrics achieved the milestone of a successful surgical close of a patent ductus arteriosus (PDA) in a 1.58 kgs preterm infant born at 34 weeks gestation. This was followed a week later by another successful PDA ligation and clipping of a more premature infant, born at 27 weeks and weighing only 940 grams. The multidisciplinary team was composed of Carlo Martin H. Garcia, MD (Pediatric Thoracic and Cardiovascular Surgeon); Abelardo Alan T. Prodigalidad Jr., MD (Pediatric Cardiovascular Anesthesiologist); Marcelle Reyes-Tiu, MD and Victor Q. Zapanta, MD (Newborn Medicine specialists) and Aurelia G. Leus, MD; Dexter Eugene D. Cheng, MD and Cathleen Faye Recaña-Lu, MD (Pediatric Interventional Cardiologists) with dedicated and hardworking Pediatric residents and nursing staff.

First Liver Transplantation: On June 18, 2025, MMC had its first liver transplantation surgery. Two parallel surgeries were undertaken - a 5.5 hour surgery on the transplant donor and a 14-hour surgery on the recipient. The landmark surgery was performed by MMC hepatobiliary surgeons headed by Catherine S.C. Teh, MD, along with Madalinee Eternity D. Labio, MD (GI-Hepatology). The operation had the immense support and assistance of esteemed surgeons, nurses and anesthesiologists from Asan Medical Center headed by Prof. Ki-Hun Kim.

Da Vinci Firsts

MMC had two Da Vinci robotic milestones in 2025. On September 7, Remi Karis M. Velasco, MD of the Department of Surgery, together with Mok Chi Wei, MD (breast surgeon from Singapore) took the lead in performing MakatiMed's first robotic mastectomy, a robotic nipple-sparing mastectomy which is regarded as a pioneering state-of-the-art surgical innovation to achieve excellent aesthetic and clinical outcomes. On November 12, Kyle Gervin Y. Ong, MD and Marco Paulo Neri, MD. performed the first robotic Extended Totally Extraperitoneal Rives-Stoppa Hernia and Diastasis Repair. The other members of the team were: Ma. Luz Virginia S. Abaya, MD, Camila Paola H. Espiritu,

First Pediatric ECMO in MMC

First Liver Transplantation

Da Vinci Firsts

First MVR with Myval

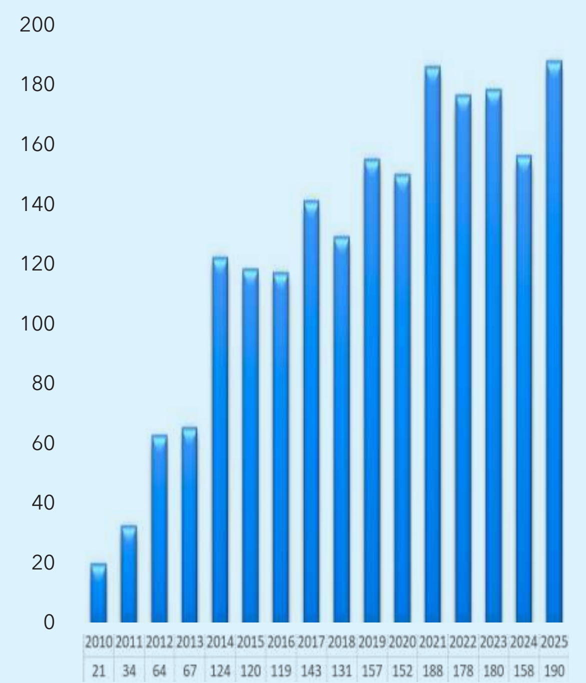
MD (anesthesiologists), the residents Kizer E. Dela Cruz, MD, Jade Agnes, MD, Gemmalyn Rose V. Aguila, MD and a team of topnotch nurses - Albert Santos, RN, Roman Escober Jr., RN, Mitz Ann Sagun, RN, and Janelle Zafra, RN.

First MVR with Myval

On December 12, 2025, the country's first mitral valve replacement with the Myval transcatheter heart valve was performed in the MMC Cardiac Catheterization Laboratory by a team headed by Timothy C. Dy, MD, along with team members, Jessielyn E. Sia, MD (Structural Heart Intervention), Theresa C. Menor, MD (Cardiovascular Anesthesia) and Cherisse Ann P. Panlilio, MD (Structural Echocardiography). The team had the able assistance and mentoring support of a notable proctor from India, Gurbej Singh, MD., whose vast experience on structural heart interventions proved vital in support of the local team.

Institutional Review Board

The MMC Institutional Review Board provided ethics review of 190 submitted protocols in 2025, averaging 15 protocols per month - consisting of two sponsored protocols and 13 investigator-initiated protocols per month.



Number of Submissions

The composition of submitted protocols is as follows:

i. Company-sponsored protocols = 29 (15%)
ii. Investigator-initiated protocols = 161 (85%)
   1. By residents = 79
   2. By fellows = 57
   3. By Center for Nursing Education Advancement & Research (CNEAR), Nursing Patient Care and Services, and Nursing Cancer Center = 23

Continuing Quality Initiatives

Express Discharge Protocol

As part of ongoing quality initiatives, the concerned Divisions continued to implement measures to achieve its 60-minute turnaround time for discharging admitted patients via the Express Discharge Protocol. By yearend, the average TAT, basing purely on operationally controlled processes or steps, was 65 minutes. The one-hour express TAT was achieved in 37% of discharges (or about 735 discharges out of 1984 discharges). Overall, based on operations-driven steps, the

OVERALL SATISFACTION RATING

SURVEY TYPE	RESPONDED (OvSAT)			OvSAT Score (Scale 1-5)		
	2023	2024	2025	2023	2024	2025
Emergency	4,352	2,590	3,122	4.43	4.34	4.45
Inpatient	3,757	5,272	4,538	4.66	4.70	4.71
Outpatient	15,007	19,455	17,952	4.83	4.89	4.96
Hospital-Wide	**23,116**	**27,317**	**25,612**	**4.72**	**4.80**	**4.85**

NET PROMOTER SCORE (NPS)

SURVEY TYPE	RESPONDED (NPS)			NPS P-D/(NPS Respondents)		
	2023	2024	2025	2023	2024	2025
Emergency	4,323	2,553	3,078	64.72	63.73	72.51
Inpatient	3,458	5,022	4,437	73.66	78.65	80.98
Outpatient	14,360	18,897	17,970	87.24	92.85	97.87
Hospital-Wide	**22,141**	**26,472**	**25,485**	**80.72**	**87.35**	**91.87**

overall discharge TAT was 122 minutes (83 minutes for private patients and 168 minutes for HMO patients).

The Patient Experience Survey
The Patient Relations Department of the Quality Management Division analyzed responses obtained via a structured questionnaire from 25,612 patients. The results demonstrated an increase in both Overall Satisfaction (OvSAT) rating and Net Promoter Scores (NPS) in 2025 compared to 2024.

The OvSAT is a measure of how patients are satisfied with the hospitals and its services (scale of 1-5) while NPS measures the patient's loyalty and satisfaction by asking how likely they are to recommend the hospital to others [scale of 0-10].

The OvSAT increased from 4.8 in 2024 to 4.85 in 2025 while NPS increased from 87.35 in 2024 to 91.87 in 2025

Events of 2025

Section Chiefs' Recognition Ceremonies
In simple but special recognition ceremonies held last January 16, 2025, at the MMC Tower 3, 6F Board Room, MMC leaders Saturnino P. Javier, MD and Arnold C. Ocampo, joined by Agripino Beng A. Javier, MD, Mila D. Uy, MD and Ramon D.S. Francisco, MD gratefully acknowledged the work and contribution of 11 chiefs who served their respective sections from three years to a maximum of 19 years. Among those recognized were: Dino Roberto D.C. Vargas, MD, Janice C. Caoili, MD, Fay A. Coloma, MD, Victor K. Gozali, MD, Dennis V. Doromal, MD, Michael N. Sabalza, MD, and Wilma A. Baltazar, MD.

New Echo Technicians
During the Annual Heart Week Celebration organized by the Section of Cardiology from March 3-7, 2025, the Section recognized and gave certificates to 10 new graduates of the Echocardiography Technician's Course in MMC. This course is an initiative of the MMC Heart Institute that empowers MMC personnel with home-grown learning capabilities.

Media Forum on Robotics Program
To further create awareness of MMC's Da Vinci Robotics Surgery program, the Creative, Communications & Sales Services Division organized a media session on April 3, 2025. In attendance were Mark Augustine S. Onglao, MD [Section Chief of Colorectal Surgery], Arsenio A. Cabungcal, MD [Section Chief, Head & Neck Surgery, Department of Otorhinolaryngology], Jennifer Marie M. Jose, MD [Department of Obstetrics & Gynecology] and Catherine S.C. Teh, MD [Section of Hepatobiliary Unit, Department of Surgery]. The forum served to enlighten many lay media writers and editors on the various aspects, including risks and benefits of robotic surgery, one of MAKATIMED's latest advanced acquisitions.

MakatiMed Cancer Institute Inauguration
Completing the triumvirate of centers of excellence in MMC, the MakatiMed Cancer Institute was inaugurated on April 4, 2025 - following the launch of MAKATIMED Heart Institute and M.I.N.D.S. a few months prior. The Cancer Institute would streamline and coordinate the services and programs of the various units and divisions which all deal with the big C in order to provide cancer patients, as well as survivors, the most comprehensive and encompassing cancer care and surveillance program.

MMC Chapel Consecration as Our Lady of Guadalupe Chapel
On August 20, 2025, the MMC Chapel was officially consecrated and declared as Our Lady of Guadalupe Chapel by virtue of a decree promulgated by the Archbishop of Manila. His Eminence Jose F. Cardinal Advincula (Archbishop of Manila) held a concelebrated mass with 20

Media Forum on Robotics Program

priests for the momentous occasion. This also marked the installation of Fr. Moises Eduardo S. Ciego as the first Chaplain of the Our Lady of Guadalupe Chapel.

Celebration of COURAGE

In September 2025, MMC celebrated the 30th anniversary of Laser Center with a theme anchored on "Courage" in collaboration with the Breast Imaging Center and the Department of Psychiatry. The event honored the courage of patients dealing with breast cancer, skin cancer and mental health struggles. The OPM band "Ben & Ben" joined in this celebration, singing a most appropriately titled song "Courage", among others.

In Honor of MMC Physicians

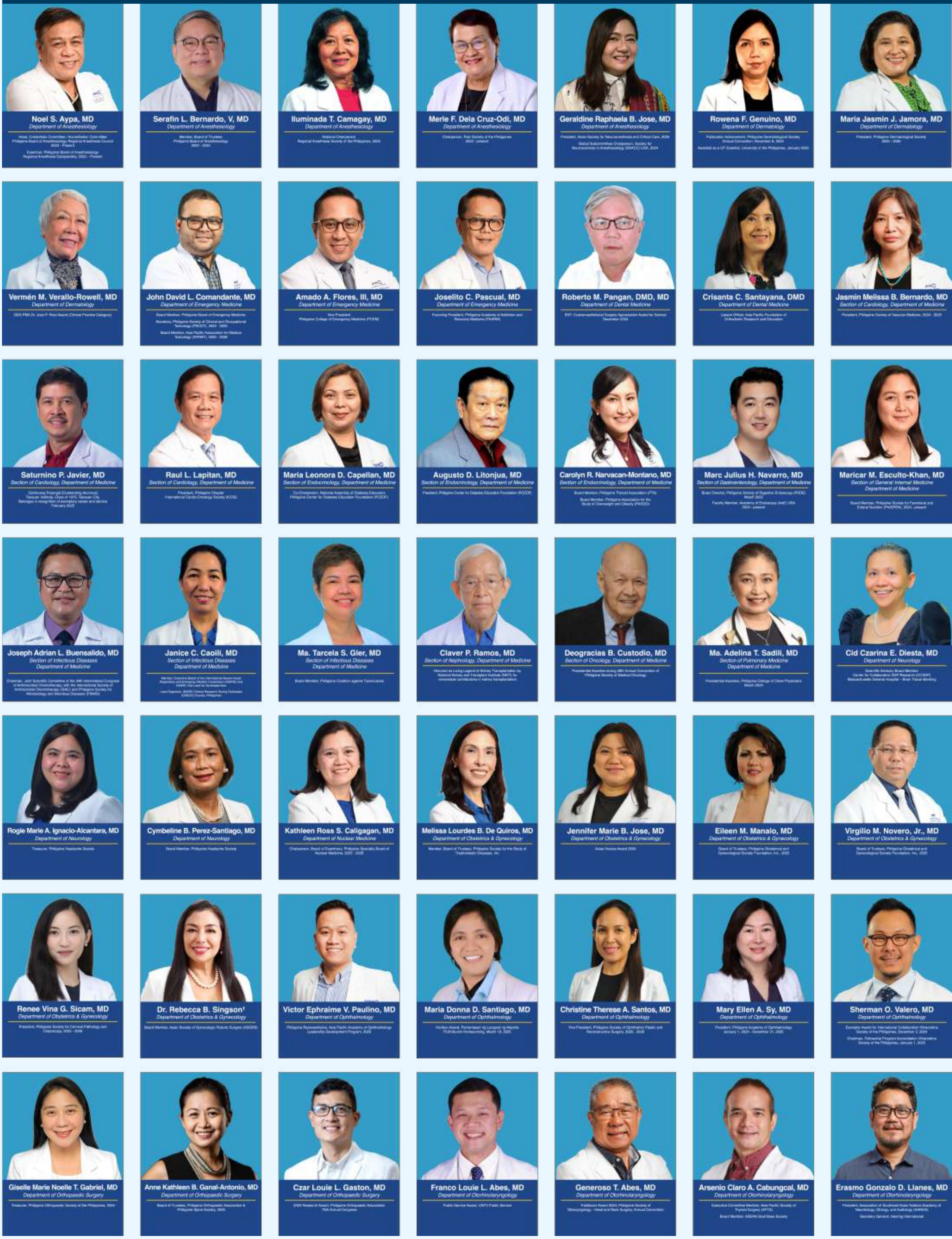
The 4th Physician Awards and Recognition Ceremonies, was held on September 25, 2025. The event gratefully acknowledged the services and contributions of four retirees and nine clinical leaders who finished their terms of office. The event also celebrated the remarkable lives and careers of 13 colleagues who passed away in 2025. Most importantly, the event celebrated the exemplary accomplishments of 76 MMC Physicians who brought honor and glory to the institution in the past year. The awardees for 2025 include the following:

1. Noel S. Aypa, MD
   Department of Anesthesiology
2. Serafin L. Bernardo, V, MD
   Department of Anesthesiology
3. Iluminada T. Camagay, MD
   Department of Anesthesiology
4. Merle F. Dela Cruz-Odi, MD
   Department of Anesthesiology
5. Geraldine Raphaela B. Jose, MD
   Department of Anesthesiology
6. Rowena F. Genuino, MD
   Department of Dermatology
7. Maria Jasmin J. Jamora, MD
   Department of Dermatology
8. Vermén M. Verallo-Rowell, MD
   Department of Dermatology
9. John David L. Comandante, MD
   Department of Emergency Medicine
10. Amado A. Flores, III, MD
    Department of Emergency Medicine
11. Joselito C. Pascual, MD
    Department of Emergency Medicine
12. Roberto M. Pangan, DMD, MD
    Department of Dental Medicine
13. Crisanta C. Santayana, DMD
    Department of Dental Medicine
14. Jasmin Melissa B. Bernardo, MD
    Section of Cardiology, Department of Medicine
15. Saturnino P. Javier, MD
    Section of Cardiology, Department of Medicine

MMC Chapel Consecration as Our Lady of Guadalupe Chapel

Celebration of COURAGE

Physicians Honor Wall 2024-2025



16. Raul L. Lapitan, MD
Section of Cardiology, Department of Medicine
17. Maria Leonora D. Capellan, MD
Section of Endocrinology, Department of Medicine
18. Augusto D. Litonjua, MD
Section of Endocrinology, Department of Medicine
19. Carolyn R. Narvacan-Montano, MD
Section of Endocrinology, Department of Medicine
20. Marc Julius H. Navarro, MD
Section of Gastroenterology, Department of Medicine
21. Maricar M. Esculto-Khan, MD
Section of General Internal Medicine, Department of Medicine
22. Joseph Adrian L. Buensalido, MD
Section of Infectious Diseases, Department of Medicine
23. Janice C. Caoili, MD
Section of Infectious Diseases, Department of Medicine
24. Ma. Tarcela S. Gler, MD
Section of Infectious Diseases, Department of Medicine
25. Claver P. Ramos, MD
Section of Nephrology, Department of Medicine
26. Deogracias B. Custodio, MD
Section of Oncology, Department of Medicine
27. Ma. Adelina T. Sadili, MD
Section of Pulmonary Medicine, Department of Medicine
28. Cid Czarina E. Diesta, MD
Department of Neurology
29. Rogie Marie A. Ignacio-Alcantara, MD
Department of Neurology
30. Cymbeline B. Perez-Santiago, MD
Department of Neurology
31. Kathleen Ross S. Caligagan, MD
Department of Nuclear Medicine
32. Melissa Lourdes B. De Quiros, MD
Department of Obstetrics & Gynecology
33. Jennifer Marie B. Jose, MD
Department of Obstetrics & Gynecology
34. Eileen M. Manalo, MD
Department of Obstetrics & Gynecology
35. Virgilio M. Novero, Jr., MD
Department of Obstetrics & Gynecology
36. Renee Vina G. Sicam, MD
Department of Obstetrics & Gynecology
37. Rebecca B. Singson, MD†
Department of Obstetrics & Gynecology
38. Victor Ephraime V. Paulino, MD
Department of Ophthalmology
39. Maria Donna D. Santiago, MD
Department of Ophthalmology
40. Christine Therese A. Santos, MD
Department of Ophthalmology
41. Mary Ellen A. Sy, MD
Department of Ophthalmology

42. Sherman O. Valero, MD
Department of Ophthalmology
43. Giselle Marie Noelle T. Gabriel, MD
Department of Orthopaedic Surgery
44. Anne Kathleen B. Ganal-Antonio, MD
Department of Orthopaedic Surgery
45. Czar Louie L. Gaston, MD
Department of Orthopaedic Surgery
46. Franco Louie L. Abes, MD
Department of Otorhinolaryngology
47. Generoso T. Abes, MD
Department of Otorhinolaryngology
48. Arsenio Claro A. Cabungcal, MD
Department of Otorhinolaryngology
49. Erasmo Gonzalo D. Llanes, MD
Department of Otorhinolaryngology
50. Robertson G. Ramirez, MD
Department of Otorhinolaryngology
51. Victoria C. Sarmiento, MD
Department of Otorhinolaryngology
52. Rouchelle D. Dela Cruz, MD
Department of Pathology & Laboratories
53. Jeffrey S. So, MD
Department of Pathology & Laboratories
54. Bernadette C. Benitez, MD
Department of Pediatrics
55. Sheryl R. Del Rosario-Famadico, MD
Department of Pediatrics
56. Agnes Cecille G. Llamas, MD
Department of Pediatrics
57. Nepthalie R. Ordoñez, MD
Department of Pediatrics
58. Marysia Stella T. Recto, MD
Department of Pediatrics
59. Maria Cecilia H. Cordova, MD
Breast Imaging Center, Department of Radiology
60. Jackson U. Dy, MD
Section of CT-MRI, Department of Radiology
61. Jeffrey L. Tantianpact, MD
Section of Diagnostic Radiology, Department of Radiology
62. Kathleen H. Baldivia, MD
Section of Radiation Oncology, Department of Radiology
63. Dennis V. Doromal, MD
Section of Radiation Oncology, Department of Radiology
64. Bianca Nikkola N. Olonan, MD
Section of Radiation Oncology, Department of Radiology
65. Victor K. Gozali, MD
Section of General Surgery, Department of Surgery
66. Catherine S.C. Teh, MD
Section of Hepatobiliary Surgery, Department of Surgery
67. Reynaldo P. Sinamban, MD
Section of Metabolic & Surgical Nutrition, Department of Surgery
68. Rodolfo G. Tuazon, Jr., MD
Section of Pediatric Surgery, Department of Surgery
69. Marcus Lester R. Suntay, MD
Section of Pediatric Surgery, Department of Surgery
70. Russel Alegarbes, MD
Section of Pediatric Surgery, Department of Surgery
71. Leo Carlo D. Baloloy, MD
Section of Peripheral Vascular Surgery, Department of Surgery
72. Ricardo T. Quintos, MD
Section of Peripheral Vascular Surgery, Department of Surgery
73. Benjamin G. Herbosa, MD
Section of Plastic, Reconstructive & Aesthetic Surgery
74. Avelino L. Aventura, Jr., MD
Section of Thoracic & Cardiovascular Surgery, Department of Surgery
75. Manuel T. Chua Chiaco, Jr., MD
Section of Thoracic & Cardiovascular Surgery, Department of Surgery
76. Jaime S.D. Songco, MD
Section of Urology, Department of Surgery

Media Room for MMC Community

To support the creativity of doctors and employees, MMC established the Media Room, a dedicated space for recording and producing health and healthcare-related content, such as health education videos, promotional materials, and internal and external communication messages. Located on the 6th Floor, Tower 3 of Makati Medical Center, the unit is managed by the Creative, Communications, and Sales Services Division which will oversee scheduling, maintenance, and support. The Media Room is available for use by: MMC doctors and employees for vodcast, video creations [FB reels, TikTok feeds, YouTube uploads, etc.] among others.

Red Light Project

The Section of Hematology and the Hospital Blood Transfusion Committee continued to draw attention and engagement with concerned citizens - whenever the red floodlights of MMC were turned on to illuminate the top portion of the hospital's facade. As a matter of policy, MMC switches on the red light to inform the community that MMC has a low supply of blood for its patients. The Red Light Project always draws in many concerned and involved prospective blood donors who rush to MMC to embark on a meaningful social commitment.

Red Light Project

Content Creators Competition: First Place - Cardiac Catheterization Laboratory; Second Place - Breast Imaging Clinic; Third Place - Section of Cardiology

Content Creators Competition

For the first time, the Office of the Medical Director launched a Content Creators Competition in 2025 with three main objectives: [1] to create greater awareness of various medical and surgical specialties of Makati Medical Center, their services and programs via content creation through diverse audiovisual materials - reels, vlogs, behind-the-scenes, etc. [2] to educate and enlighten the community on common illnesses including their screening and prevention and [3] to boost creativity and harness the artistry of members of the MMC community. Overall, the initiative sought to achieve health promotion via content creation in a fun-filled competition.

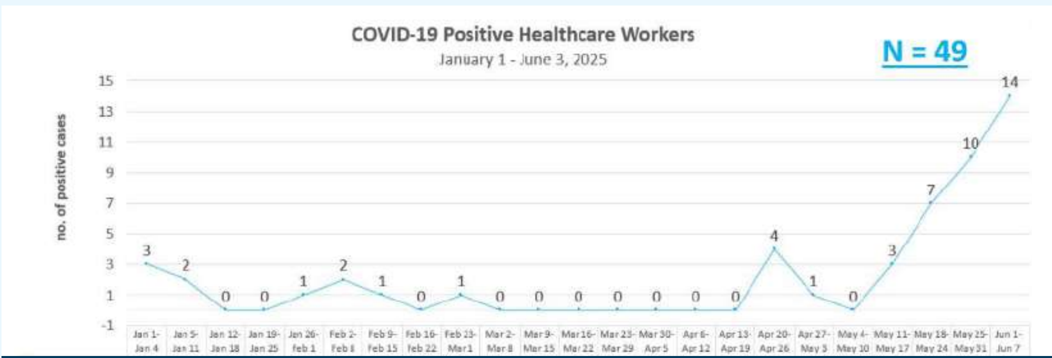
Three groups were adjudged top winners of the competition: The Section of Cardiology, Cardiac Catheterization Laboratory [first place], Breast Imaging Center [second place] and Section of Cardiology [third place].

Mid Year COVID-19 Uptick

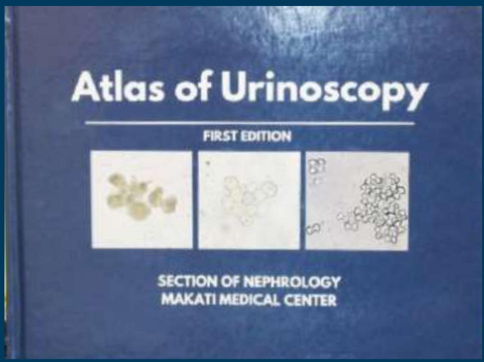
In May-June 2025, there was a slight uptick in admissions for COVID-19 in MMC, with 30-50% occupancy in the COVID-19 Wing of the Tower 1. Except for the parallel increase in the number of healthcare workers with COVID-19 arising from community transmission and requiring no hospitalization because of its mild clinical presentation, the overall situation was not a major cause for alarm. The false social media posting alluding to critical COVID-19 situation in MMC had to be dealt with appropriately through timely advisories from the Management. Nonetheless, MMC immediately implemented various measures to mitigate the impact of the increase in cases: reinforcement of infection control prevention practices, vigilant monitoring of cases in the ED and ensuring that enough stocks of COVID-19 medicines were available.

Publications

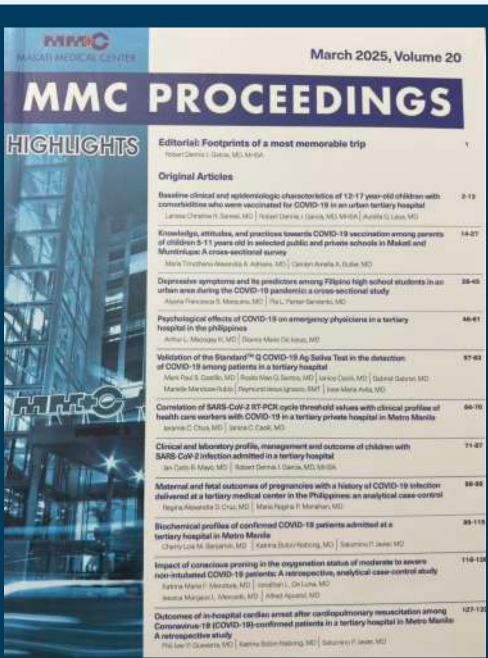
The Section of Nephrology, Department of Medicine launched the Atlas of Urinoscopy (first edition) on March 13, 2025. The Handbook would certainly aid in understanding urinary sediment microscopy which is a vital diagnostic tool in the management of kidney diseases.



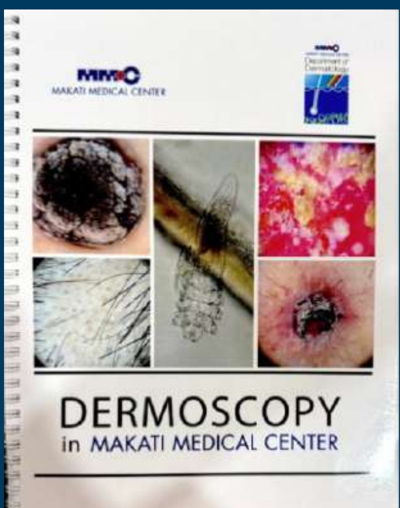
Mid Year COVID-19 Uptick



Publications: Atlas of Urinoscopy



Publications: MMC Proceedings



Publications: Dermoscopy (compilation of dermoscopic findings)

In mid 2025, following its revival in 2024, the MMC Proceedings was released as a Special COVID-19 Edition. The issue assembled a line-up of pivotal COVID-19 investigations spearheaded by MMC consultants and trainees. The MMC editorial board was composed of Robert Dennis J. Garcia, MD [editor-in chief] and six associate editors – Joseph Adrian L. Buensalido, MD, Nora F. Santos, MD, Sherman O. Valero, MD, Jose Paulo P. Lorenzo, MD, Ramon I. Diaz, Jr, MD and Ivan Noel D. Olegario, MD.

On July 8, 2025, the MMC Infection Prevention Control Committee, Antimicrobial Stewardship Committee and the Section of Infectious Diseases of Department of Medicine in collaboration with the US Center for Disease Control [CDC] through the Global Action in Healthcare Initiative [GAIHN] generated two publications :

1. Trends in Inpatient Antibiotic Use in Indonesia and the Philippines During the COVID-19 Pandemic. [Maria Tarcela Gler, MD; Gina De Guzman-Betito et al], published in Antibiotic Stewardship and Healthcare Epidemiology 2025

2. Utilizing Whole Genome Sequencing to Investigate Coronavirus Disease 2019 Cluster Among Healthcare Workers in a Tertiary Care Facility in the Philippines : Insights and Implications for Infection Prevention and Control. [Gina de Guzman-Betito, Janice C. Caoili, Mark Lemuel Ybanez, Maria Tarcela Gler et al] Published in Clinical Infectious Diseases 2025.

On September 24, 2025, the Department of Dermatology launched its Dermoscopy in Makati Medical Center, the first published compilation of dermoscopic findings commonly seen in dermatologic entities in the country. Uniquely, the compilation was derived purely from patients seen and managed by the consultants and trainees of the Department. This was made possible by the editors: Guia Revita Avecilla, MD (Section Chief, Dermoscopy) and Maria Jasmin J. Jamora, MD (Section Chief, Dermapathology) and the entire department headed by Donna Marie L. Sarrosa, MD (Department Chairperson). This Handbook becomes a vital reference for trainees and consultants and will surely enrich and expand the knowledge base, not only of MMC skin experts, but other non-MMC specialists.

Continuing Professional Development Remains a Thrust

One of MMC's recognized strengths is its extensive list of continuing physician educational activities - which most departments provide throughout the year. Most departments and sections with training programs regularly conduct scientific activities e.g. postgraduate courses, scientific symposia, focus group discussions, seminars and workshops among others. The following are just some of them:

The Department of Anesthesiology started the line-up of continuing learning activities in January 2025 in association with the Manila Academy of Regional Anesthesia (MARA) through the initiative of the European Society of Regional Anesthesia. The Department successfully participated simultaneously with the rest of Regional Anesthesia Community all over the world (85 countries) as it celebrated the 2nd World Day of Regional Anesthesia and Pain Medicine through a whole day of lectures and workshop attended by 140 participants.

On February 10-11, 2025, the MMC Cancer Center, in collaboration with UC Davis Comprehensive Cancer Center, held the 3rd Postgraduate Course on Optimizing Cancer Therapeutics [Enhancing the Present, Personalizing the Future], which featured topnotch local speakers along with guest faculty from UC Davis headed by Primo N. Lara, Jr, MD, Helen K. Chew, MD, David T. Cooke, MD and Jonathan W. Riess, MD.

Continuing Professional Development Remains a Thrust: Optimizing Cancer Therapeutics [Enhancing the Present, Personalizing the Future]

Other CME activities in 2025:

- **March 4-5, 2025**
  16th Cardio Postgraduate Course | Fora Cardiologica XVI: Future-Proof Cardiology: Redefining What's Possible
- **March 12, 2025**
  MakatiMed Institute of Neurological, Neurosurgical and Behavioral Sciences. Meta Analysis Workshop, Auditorium
- **May 27, 2025**
  Basic Neuroscience Grand Rounds, Neuroscience Conference Room
- **August 18-19, 2025**
  MMC Section of Annual Pulmonary Medicine Post-Graduate Course 2025
  13th Pulmonary Post-Graduate Course: Beyond the Breath: Advancing Pulmonary Frontiers 2025
- **September 7, 2025**
  6th Hemifacial Spasm Summit and Botulinum toxin injection, MMC Auditorium
- **September 8-9, 2025**
  Department of Surgery | Redefining the Curve | Embracing Innovations Designed Towards Advancements in Breast Surgery
- **September 29-30, 2025**
  28th Annual Symposium in Emergency Medicine entitled Sideline to Frontlines- Sports Emergencies
- **October 24-25, 2025**
  Cardio-Oncology 3rd Postgraduate Course | Tercera Serie De Cardio-Oncologia | Navigating Complexity In Cardio-Oncology | From Risk to Recovery With Compassion and Precision
- **October 25, 2025**
  23rd Post Graduate Course 2025: "Techs & The City: Psychiatry Meets AI"
- **November 22, 2025**
  MINDS Road Show – Symposium NL Villa Memorial Medical Center, Lipa City, Batangas

New Appointments in the Clinical Divisions

Mark Paul S. Castillo, MD: Assistant Director, Hospital Compliance License & Accreditation Division - September 01, 2025 to August 31, 2026
Agripino Beng A. Javier, MD: Director, Medical Services Division - April 16, 2025 to April 15, 2028

Raul L. Lapitan, MD: Director, MMC Heart Institute - September 01, 2025 to August 31, 2026

Sheryll L. Magalit-Cornejo, MD: Head, Community Medicine (Adult) - October 01, 2025 to September 30, 2026

Karen L. Nielsen, MD: Assistant Director, Clinical Services [Chair, Credentialing & Privileging Committee] - October 01, 2025 to September 30, 2028

Ernest J.A. Pagdanganan, MD: Assistant Director, Administrative Services [Medical Services Division] October 01, 2025 to September 30, 2028

MMC Training Programs

Training programs remain a stronghold of MMC through the years - and 2025 was no different. Jimmy B. Aragon, MD, Department Head, Fellowship Program, provided oversight of 79 trainees in 25 fellowship training programs. Similarly, Anna Marie Sage-Nolido, MD, Department Head of Residency Program, ably supervised 17 residency training programs - with a total of 240 residents. The breakdown is as follows:

Department	Total
Anesthesiology	10
Dermatology	7
Emergency Medicine	27
Medicine	62
Neurosciences	
Neurology	14
Neurosurgery	5
Psychiatry	9
Nuclear Medicine	1
Obstetrics & Gynecology	14
Ophthalmology	6
Orthopedic Surgery	9
Otorhinolaryngology-HNS	4
Pathology & Laboratories	11
Pediatrics	23
Radiology	20
Radiation Oncology	2
Surgery	16
Total	**240**

Graduates of the following subspecialty training programs namely - Cardiology, Endocrinology/ Diabetes & Metabolism, Gastroenterology, Hematology, Nephrology, Pulmonary Medicine, Rheumatology, CT-MRI, Ultrasound, and Plastic, Reconstructive and Aesthetic Surgery, and the following specialty training programs namely - Anesthesiology, Dermatology, Neurology, Obstetrics-Gynecology, Ophthalmology, Orthopedic Surgery, Pediatrics, Radiology and Surgery all successfully hurdled the diplomate examinations of their respective fields - a testament to the exemplary standards and compliance with training requirements of the various departments and sections with training programs.

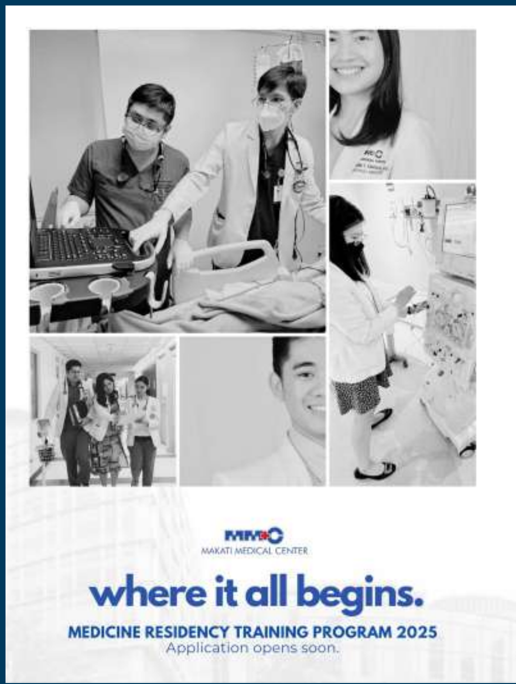
In April 2025, the Section of Nephrology received a Plaque of Recognition from the Philippine Society of Nephrology Inc for achieving 100% passing rate among the first-time taker graduates of its Accredited Training Program in the Written Board Examination administered by the Philippine Specialty Board in Adult Nephrology.

Many residents brought honors to MMC from their research presentations and participation in quiz contests. In May 2025, Nick Louise Cajano, MD of the Department of Medicine won 1st Place in the Most Interesting Case Category and 2nd Place in the Philippine College of Physicians [PCP] Quiz Show (Metro Manila 1 Matapat and PASJMAN Chapter) besting 29 other training institutions.

Also in May 2025, the Chief Resident, Isabelle Kristel J. Nicdao, MD, of the Department of Pediatrics bagged First Place at the 33rd Annual Meeting of the Philippine Society for Pediatric Cardiology Original Research Paper Presentation with her paper entitled "A Comparative Analysis on the Clinical Profile, Laboratory Profile, Treatment and Outcome of Kawasaki Disease vs Multisystem Inflammatory Syndrome in Children (MIS-C) among Pediatric Patients in a Tertiary Hospital – A Retrospective Cohort Study".

The Department of Ophthalmology achieved a milestone in residency training by maintaining a 100% passing rate in the National In-Service Residents' Examinations for three consecutive years. In addition, the Department achieved a 100% passing rate in the Philippine Board of Ophthalmology Diplomate Examinations for the

MMC Training Programs



MMC Training Programs

past ten years, again placing mmc among only two institutions nationwide with this consistent performance.

The 2024-2025 batch of MMC interns posted a 98.7% passing rate in the Physician Licensure Examination held in October 2025 [vis-a-vis the national passing rate of 77.5%].

Several training programs were accredited anew in 2025:

Residency Training Programs
Department: Orthopedic Surgery
Status: Accredited
Period: Jan 01, 2025 – Jun 30, 2026

Department: Pathology [Anatomic & Clinical]
Status: Accredited (1 year)
Period: Jan 01, 2025 – Dec 31, 2025

Department: Pediatrics
Status: Accredited (3 years)
Period: Jan 2025 – Dec 2027

Fellowship Training Programs

Cardiology Vascular Medicine
Accredited (2 years) Aug 01, 2025 – Jul 31, 2027
Gastroenterology
Accredited (3 years) May 01, 2025 – Apr 30, 2028
Hematology
Accredited (3 years) Jul 01, 2025 – Jun 30, 2028
Infectious Disease
Accredited (4 years) Jun 01, 2025 – May 31, 2029
Medical Oncology
Accredited (3 years) Apr 01, 2025 – Mar 31, 2028
Nephrology
Accredited (4 years) Jan 01, 2025 – Mar 31, 2029
OB-Gyn Ultrasound
Accredited (3 years) Jan 01, 2025 – Dec 31, 2027
Plastic, Reconstructive & Aesthetic Surgery
Accredited (3 years) Jan 01, 2025 – Dec 31, 2027

MMC maintained MOA with several institutions for training of their physicians, namely Cagayan Valley Medical Center, Bicol Medical Center, National Center for Mental Health, Cardinal Santos Medical Center, Dr. Jose Rizal Memorial Hospital, Zamboanga City Medical Center and Vicente Sotto Memorial Medical Center. MMC likewise maintained partnerships with several institutions for outside rotations of MMC trainees namely - Rizal Medical Center, Ospital ng Makati, Ospital ng Muntinlupa, American Eye Center, Dr. Jose Fabella Memorial Hospital and Trinity Woman and Child Hospital.

Clerkship Program

Overall, from January to December 2025, a total of 184 medical clerks from San Beda University, College of Medicine, rotated in the Department of Neurology, M.I.N.D.S., Makati Medical Center. The clinical observership program is under the guidance of Celeste Aida G. Gali, MD, [Department Head, Clerkship and Observership Programs]. There were 43 approved observers in 2025 - composed of 26 local observers and 15 international observers. The local observers were from Ateneo School of Medicine and Public Health, Medical Center Manila, Ospital ng Makati. The international observers were from the following:

Country	Institution	Total
Australia	Australian National University	3
Germany	University of Freiburg	1
Japan	Tottori University	7
Indonesia	[General Practitioner]	1
Vietnam	Cho Ray Hospital	1
United Kingdom	King's College London	1
Belgium	Université Libre De Bruxelles	1
Total		**15**

Community Outreach Programs and Medical Missions

MMC supported four in-house surgical missions spearheaded by the Department of Surgery in partnership with Toyota Foundation, Hospital Services Department, and the MMC Foundation on March 9, April 27, August 30 and November 15, 2025, which benefited 44 surgical patients [thyroidectomy, lobectomy, hemorrhoidectomy, inguinal herniorraphy, among others].

Additionally, the MMC Foundation conducted a number of minor surgical, dental and optical missions in partnership with several organizations in various locations: Pontefino, Batangas [January 25, 2025], Brgy. San Lorenzo, Makati [February 8, 2025], Punta Fuego, Batangas [June 7, 2025], Marikina City [July 12, 2025], Sta. Elena Golf Course, Laguna [July 26, 2025 and November 29, 2025], Jaro, Leyte [August 6-9, 2025], Valladolid, Negros Occidental [September 9-14, 2025] and Rosario, Batangas [December 6, 2025] plus HSD Operation Tuli for MMC employees' dependents and their relatives [May 28-31, 2025]. These medical missions served more than 9,300 patients in 2025.

Environmental, Social, and Governance [ESG] Thrusts

Through the efforts of its ESG Committee, MMC embarked on community recycling drives for a cause. By encouraging recycling and waste reduction through community participation, the ESG Committee was able to collect 898 kgs of recyclables. The other important accomplishments were as follows:

- Sustainable Waste Management Project
- Recyclables Collected: 2025 (Jan to Dec): 121,229 kg [*Year-on-Year Increase: +90.7%]
- Avoided emissions: 1.5 (emission factor) X 121.22 MT=181.83 MTCO2
- Landfill emissions: 0.45 (emission factor) X 262.66 MT= 118.20 MTCO2
- Net Emissions= 63 MTCO2 (for generated waste)

World Plastic Rescue Day: In celebration of World Environment Day, the ESG Council collected plastic waste under the theme "End Plastic Pollution." Proceeds from recycling were used to donate pantry supplies and hygiene kits to Concordia Orphanage.

Source Photo: Manila Bulletin (PLDT)

Community Outreach Programs and Medical Missions

Environmental, Social, and Governance [ESG] Thrusts

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Jose Amado A. Fores
Victor L. Gisbert, MD
Agripino Beng A. Javier, MD
Susana A.S. Madrigal
Manuel A. Roxas, II *(as of October 14, 2025)*
Reymundo S. Cochangco
Francisco S.A. Sandejas

CORPORATE SECRETARY
Atty. German Q. Lichauco










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Facilities Management & Engineering, Division Head

Reynaldo J. Lim
Service Operations, Division Head

Eda Bernadette P. Bodegon, RN MAN
Nursing & Patient Care Services, Division Head & Chief Nursing Officer

Isidoro M. Perfecto
Information & Communications Technology, Division Head

Angelita P. Garcia
Human Resources Management & Development

Helene Bernice G. Uy
Supply Chain Management, Division Head

Mary Grace U. Sta. Ana, DMD
Quality Management, Officer-in-Charge (not in photo)

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Medical Director

Noel L. Rosas, MD, MMHoA
Professional Services, Director

Agripino Beng A. Javier, MD
Medical Services, Director

Ramon D.S. Francisco, MD
Division of Medical Education & Research, Director

Mary Milagros D. Uy, MD
Hospital Compliance, License & Accreditation, Director

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CORPORATE GOVERNANCE & ENVIRONMENTAL, SOCIAL AND GOVERNANCE

CORPORATE GOVERNANCE & ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Medical Doctors Inc. (MDI) remains steadfast in its commitment to continuously strengthen its Compliance Program by fostering a culture of integrity, accountability, and transparency across all operations, in full adherence to applicable laws, rules, and regulations.

In June 2025, MDI submitted its Annual Corporate Governance Report (ACGR) to the Securities and Exchange Commission (SEC), ensuring continuous compliance with regulatory requirements.

By the end of 2025, 100% of directors, officers, and employees (including trainees), service providers and vendors, and medical staff successfully completed the Corporate Governance Anti-Bribery and Anti-Corruption (ABAC) compliance training programs, and Conflict of Interest (COI) declarations. This full participation underscores the MDI's commitment to embedding ethical standards and proactively manage potential conflicts across all levels of the organization.

As part of continuing professional development, the Compliance Department participated in the Metro Pacific Health Joint Compliance, Risk, and Audit Summit, entitled "Strength in Motion: Advancing Excellence Through Grit," held on November 4-5, 2025, at the Makati Diamond Residences. The summit provided valuable insights into emerging compliance and risk management practices.

Members of the Board of Directors and Key Officers attended the 2025 Annual Corporate Governance Enhancement Session (ACGES) on November 18, 2025 at the Meralco Theater, Ortigas Ave., Pasig City. The hybrid session, themed "Decision Intelligence and SuperCreativity: Leading in the Age of AI", featured keynote presentations by Ms. Cassie Kozyrkov and Mr. James Taylor, equipping leadership with forward-looking governance perspective in the digital era.

To promote continuous performance improvement, the Board's Annual Performance Assessment was disseminated in June 2025, with completed evaluations received in July 2025. The results were consolidated and reviewed to identify opportunities for further enhancement in governance effectiveness.

To reinforce compliance expectations in all external engagements, MDI, through the Supply Chain Management (SCM) Division, released a formal annual letter to all vendors and contractors in October 2025, reiterating MDI's strict policy prohibiting the offering or giving of gifts to any hospital employee.

The Board Ethics Committee met in June and October 2025 to review and deliberate on Quality Data Reports, including Sentinel Events, as part of its oversight and governance responsibilities, ensuring safety and continuous quality improvement.

The Compliance Department processed a total of 86 registry form submissions, consisting of (22) Gifts, (13) Charitable Donations, and (51) Sponsorships. Additionally, nine (9) whistleblowing reports were received through established reporting channels. All cases were handled appropriately and closed following coordinated investigations with the relevant departments, in accordance with compliance procedure.

Status of Licenses and Permits

- **101 licenses and permits were applied for renewal on time, including Specialty Licenses/ Accreditation:**
  1. DOH Accreditation as Mother-Baby Friendly Health Facility (Mar 2025)
  2. DOH Certification as HIV Treatment Hub (Jul 2025)
  3. DOH Accreditation as Kidney Transplant Facility (Oct 2025)

- **New Permits/Licenses/Accreditation:**
  DOH License to Operate as Clinical Laboratory for Molecular Pathology (Oct 2025)

- **20 out of 20 (100%) regulatory/accrediting inspections with issuance of license/permit:**
  1. Office of the Building Official – City of Makati: Annual Building Inspection (Feb 2025)
  2. DOH Inspection: Level 3 Hospital (Mar 2025)
  3. DOH Inspection: Ambulance (Mar 2025)
  4. DOH Inspection: Blood Service Facility (Mar 2025)
  5. DOH Inspection: Cancer Treatment Facility (Mar 2025)
  6. DOH Inspection: Cellular Therapy Facility (Mar 2025)
  7. DOH Inspection: Dialysis Clinic (Mar 2025)
  8. DOH Inspection: General Clinical Laboratory (Mar 2025)
  9. DOH Inspection: Kidney Transplant Facility (Mar 2025)
  10. DOH Re-accreditation: Mother-Baby Friendly Hospital Initiative (Mar 2025)
  11. LGU Makati – Department of Environment Services – Plastic Wastes (May 2025)
  12. FDA Monitoring: Stem Cell Facility (May 2025)
  13. FDA-CDRRHR Inspection: COC amendment for new mobile x-ray machine, new mammography machine and relocation of mammography machine (Jun 2025)
  14. DOH Re-accreditation: HIV Treatment Hub (Jul 2025)
  15. PNRI Regulatory Inspection: Nuclear Medicine (Sep 2025)
  16. PNRI Regulatory Inspection: PET Imaging Center (Sep 2025)
  17. PHREB Re-accreditation (Sep 2025)
  18. FDA-CDRRHR Inspection: COC amendment for tube replacement of CT machine at Room 3 and relocation of mammography machine (Oct 2025)
  19. DOH Inspection: COVID-19 Testing Laboratory
  20. DOH Inspection: Clinical Laboratory for Molecular Pathology (Oct 2025)

- **Received DOH Hall of Fame Award for Mother-Baby Friendly Health Facility Initiative in August 2025.**

Environmental, Social, and Governance

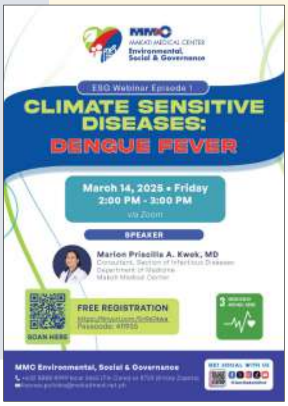
The ESG 3+ Webinar Series delivered 7 episodes focused on Climate-Sensitive Diseases and Environmental Awareness, reinforcing MMC's commitment to sustainability and health education.

Key Metrics:

- Number of ESG Webinar Episodes: 7
- Average Rating: 4.8 out of 5
- Total Participants: 3,106
- High Engagement: 1,258 participants rated the series 4 or 5
- Audience Reach: MMC community, partner hospitals, and businesses from Ilocos Region to Davao Region

Impact:

- Environmental Awareness: Increased knowledge on climate-sensitive diseases and their link to environmental factors.
- Regional Collaboration: Extended MMC's ESG advocacy beyond Metro Manila, fostering partnerships nationwide.
- Employee & Partner Engagement: High satisfaction scores (4.8/5) indicate strong interest and alignment with ESG goals.
- Sustainability Leadership: Positions MMC as a proactive healthcare institution addressing climate-related health risks.



Community Recycling Drives for a Cause

This year, the ESG collaborated with the Employee Engagement Department (HRMDD) and the General Services Department (FMED) to raise funds and provide support to selected organizations through innovative initiatives.

Key Activities:

- **Repurposing Old Equipment:** FMED and Creative, Communication and Sales Services (CCSS) replaced old Devant TVs and endorsed them to HR for use as raffle prizes for employees, promoting reuse and engagement.

- **Monthly Community Waste Drive:** Leveraging the success of our waste drive, recyclables were sold to our new Material Recovery Facility partner, Berdeng Kalabaw, generating funds for charitable causes.

- **Donation Impact:**
  - o Earnings from recyclables funded grocery purchases for Concordia Children Orphanage. Concordia Orphanage is our partner facility that accepts abandoned infants endorsed by MMC.
  - o Collected wearable clothes were donated to Caritas Manila, supporting relief efforts for calamity and emergency victims.
  - o Selected service providers assigned in MakatiMed received Christmas Grocery Package.

Impact:

- **Environmental Responsibility:** Encouraged recycling and waste reduction through community participation. We were able to collect 898 kgs of recyclables.

- **Social Compassion:** Connected MMC's community to underprivileged populations, fostering empathy and social responsibility.

- **Employee Engagement:** Strengthened collaboration across departments while promoting sustainability and charity.

Sustainable Waste Management Project

The Sustainable Waste Management Project significantly expanded its initiatives this year to strengthen waste segregation practices within the MMC community. Proper segregation prevents contamination of recyclables, enabling effective recycling and upcycling.

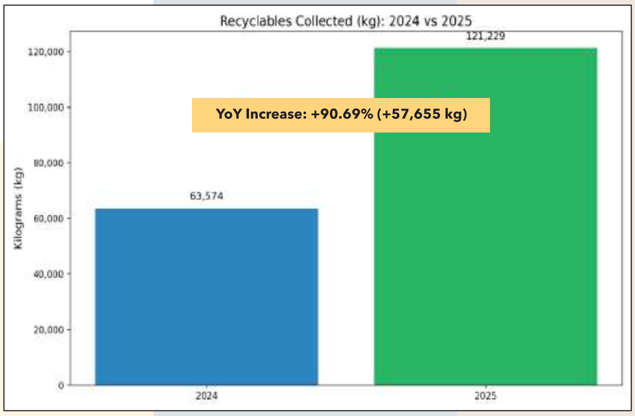
Our 2025 goal was to divert 30% of residual waste from landfills through recycling—and we successfully achieved this target. This accomplishment was made possible by:

- Integrating reputable recyclers into our supply chain. Additional Hauler- Berdeng Kalabaw, Project Payatas and a Local Junkshop.
- Implementing departmental green initiatives that delivered notable reductions in emissions.

Performance Highlights

- Recyclables Collected:
  - o 2024 (Jan to Dec): 63,574 kg
  - o 2025 (Jan to Dec): 121,229 kg

- Year-on-Year Increase: +90.7%



Impact

- Reduced landfill dependency.
- Enhanced recycling and upcycling opportunities.
- Lowered carbon emissions through green initiatives.
  Avoided emissions: 1.5 (emission factor) X 121.22 MT=**181.83 MTCO2**
  Landfill emissions: 0.45 (emission factor) X 262.66 MT= **118.20 MTCO2**
  Net Emissions= 63 MTC02 (for generated waste)

Note: *Data monitoring excludes waste collected from community waste drives. Reported figures reflect only waste inherent to hospital operations and generated during the delivery of medical services.*

Advancing ESG Knowledge and Skills

Building a strong sustainability culture requires equipping the people with the right knowledge and capabilities. In 2025, we launched the ESG Workshop for ESG Champions and key stakeholders to strengthen understanding and integration of ESG principles across the organization.

Through external training programs supported by management, the ESG Department developed internal modules on ESG Awareness and Embedding ESG in Business Operations. These sessions oriented ESG and QSCC Champions on core ESG concepts and guided them in designing their own departmental green initiatives.

Key Outcomes

- Participants Trained: 32 out of 41 ESG Champions attended.
- Workshop Feedback: Participants rated the workshop highly, with an average score of 4.76.
- Initiatives Identified: 7 ESG projects were conceptualized during the session.
- Engagement: The workshop was recognized as an engaging and productive day, fostering collaboration and ownership of sustainability goals.

Environmental and Community Activities

In collaboration with various divisions, we successfully facilitated several impactful community activities in 2025:

1. Tree Planting at Norzagaray, Bulacan

To help preserve the IPO Dam Forest, donations were endorsed to the Briquettors Association of the Philippines, Inc. (BAPI)—an organization authorized by DENR and Maynilad. BAPI manages seedling nurseries, ensures proper species selection, and monitors forest status. The Dumagat Tribe planted a total of 400 trees on one (1) hectare:

- 100 Lawaan Trees
- 200 Narra Trees
- 100 Dungon Trees

These species help control soil erosion and protect watershed areas. The tree planting initiative generated total collections of PhP 75,200, which supported the implementation of the program and its related community initiatives.

Donors also completed a short survey, resulting in an impressive Net Promoter Score (NPS) of 87, indicating strong support for climate action and community engagement.

2. Caritas Manila Donation Drive

Caritas Manila supports victims of calamities. The MMC community collected over 800 kg of wearable clothes and shoes, along with biscuits, toiletries, rice sacks, and pantry supplies for typhoon and earthquake victims.

3. World Plastic Rescue Day

In celebration of World Environment Day, the ESG Council collected plastic waste under the theme "End Plastic Pollution." Proceeds from recycling were used to donate pantry supplies and hygiene kits to Concordia Orphanage.

4. Pamaskong Handog para sa Service Providers
This Christmas season, with the generosity of the ESG council, the council extended gratitude to service providers from Facilities Management and Engineering—key partners in our Sustainable Waste Management Program. Earnings from the community waste drive funded 300 Christmas baskets, raffled to 300 lucky service providers.

External Recognition and Awards

The 21st Philippine Quill Awards- Sustainability Communications
The International Association of Business Communicators (IABC) Philippines awarded Makati Medical Center's ESG 3+ Webinar series with the Award of Merit for Sustainability Communication last August 27, 2025. This award recognizes exceptional communication campaigns that support a business' environmental, social and governance projects and initiatives.

Featured by Hospital Management Asia (HMA)
Hospital Management Asia (HMA) spotlighted the ESG Council's initiative to advance Makati Medical Center's waste management program. The article showcased our recycling efforts and emphasized the hospital's commitment to extending proper waste segregation practices beyond general operations to include patient and family engagement.

- Pharmaceutical waste management wherein patients are encouraged to dispose their unwanted, expired medication tablets and empty pressurized metered dose inhaler.
- Collection and proper disposal of empty and used insulin pens for diabetic patients
- Responsible treatment of electronic waste

This recognition underscores our dedication to sustainable healthcare operations and our proactive approach to environmental stewardship.

2025 International Hospital Federation (IHF) World Hospital Congress Poster Presentation
The International Hospital Federation (IHF) selected the project "Beyond the Bin: Sustainable Waste Management" for poster presentation on November 11. This recognition affirms the ESG Council's commitment to continuous quality improvement—delivering high-quality healthcare services while minimizing environmental impact.

OPERATIONAL HIGHLIGHTS 2025

TRANSFORMING AND ADVANCING MEDICAL CARE

First Image-Guided Orbital Surgery

The first image-guided orbital surgery was completed in January on a 37-year-old female patient presenting with right eye proptosis secondary to a retro-orbital mass.

Led by Ma. Donna D. Santiago, MD, Consultant for Orbit and Oculoplasty, the procedure utilized orbital navigation technology to achieve three-dimensional localization of surgical instruments. A lateral orbitotomy with a beveled bone flap enabled safe and precise excision of the mass. Final histopathology confirmed cavernous hemangioma.

The use of image-guided surgical navigation enhanced preoperative planning, improved intraoperative accuracy, and minimized the risk of operative complications.

Siemens Pro.Specta Q3 SPECT.CT

The Siemens Pro.Specta Q3 SPECT.CT became operational on January 20, expanding diagnostic capabilities within Nuclear Medicine services.

The system provides enhanced anatomical localization of lesions and attenuation correction, reducing imaging artifacts and improving diagnostic accuracy. It supports a broad range of clinical applications, including bone scintigraphy, myocardial perfusion imaging, ventilation-perfusion scans, and post-therapy imaging, strengthening clinical decision-making and patient management.

First Endoscopic Submucosal Dissection (ESD)

The first Endoscopic Submucosal Dissection was performed on February 19, expanding minimally invasive treatment options for early-stage gastrointestinal neoplasms.

The procedure was conducted on a 59-year-old inpatient undergoing screening colonoscopy, during which a 5.0 cm laterally spreading colonic mass was identified. High-definition endoscopy was used to delineate the lesion, followed by submucosal injection and en bloc dissection using a specialized electrosurgical knife.

Histopathology confirmed curative resection of a tubulovillous adenoma with high-grade dysplasia and focal intramucosal adenocarcinoma, with negative horizontal and vertical margins. The patient tolerated the procedure well and was discharged after two days without complications.


First Image-Guided Orbital


Siemens Pro.Specta Q3 SPECT.CT


First Endoscopic Submucosal Dissection (ESD)

First Cochlear Implantation Surgery

On February 23, a pediatric patient diagnosed with congenital profound hearing loss in both ears underwent a life-changing cochlear implantation performed by a distinguished team of specialists, including Clydine Maria Antonette G. Barrientos, MD (Pediatric ENT), Aurelia G. Leus, MD (Pediatric Cardiology), Erasmo Gonzalo D.V. Llanes, MD (Otorhinolaryngology), Gerard F. Lapiña, MD (Otorhinolaryngology), and Rosario Loraine Moscare, MD (Anesthesiology). Their combined expertise ensured a successful surgery that paves the way for the patient to perceive sound, develop speech, and experience an improved quality of life.

First Cochlear Implantation Surgery

Expansion of the Sleep Laboratory

The Sleep Laboratory at the Institute of Neurological, Neurosurgical, and Behavioral Sciences (M.I.N.D.S.) was expanded on March 25 to increase capacity for diagnostic sleep studies and long-term management of sleep disorders.

The upgraded facility supports comprehensive evaluation of sleep-related neurological and behavioral conditions through enhanced monitoring and diagnostic technologies, improving access to timely assessment and intervention.

Expansion of the Sleep Laboratory

Cancer Institute

Formerly Cancer Center, the MakatiMed Cancer Institute was inaugurated at the 1st Floor of Tower 1 on March, consolidating oncology diagnostics, treatment, and supportive services in a dedicated facility.

Integrated service delivery across medical oncology, surgical oncology, radiation oncology, and supportive care, supported by patient navigation services, enables coordinated patient management from diagnosis through treatment and follow-up, strengthening multidisciplinary collaboration.

Cancer Institute

First Living Donor Liver Transplant

The first living donor liver transplant was completed in July, following extensive preparatory training, simulation drills, and international collaboration with Asan Medical Center in South Korea.

The recipient, a 23-year-old patient with end-stage liver disease due to recurrent sclerosing cholangitis, underwent transplantation after repeated ICU admissions for sepsis and progressive clinical deterioration. The donor, the patient's mother, presented with a complex surgical history and variant vascular anatomy.

Both donor and recipient surgeries were completed during a 13-hour operation without blood transfusion. Postoperative management by a multidisciplinary transplant team resulted in stable recovery and early discharge for both patients.

First Living Donor Liver Transplant

Pain Management Service Inauguration

A dedicated Pain Management Services or Pain Clinic was established in August to deliver integrated, multidisciplinary pain management services.

The clinic provides interventional pain procedures, rehabilitation strategies, psychological support, and palliative care through a coordinated team of pain specialists, physical and rehabilitation medicine physicians, anesthesiologists, psychiatrists, nurses, therapists, and allied health professionals.

First Robotic Nipple-Sparing Mastectomy

First Robotic Nipple-Sparing Mastectomy

The first robotic nipple-sparing mastectomy was performed in September, expanding the application of minimally invasive robotic surgery in breast cancer management.

Led by Remi Karis M. Velasco, MD of the Department of Surgery, with Mok Chi Wei, MD as guest breast surgeon from Singapore, robotic assistance enabled enhanced surgical precision, reduced tissue trauma, and optimized cosmetic outcomes while maintaining oncologic safety.

Expansion of M.I.N.D.S. Subspecialty Services

Expansion of M.I.N.D.S. Subspecialty Services

Subspecialty services under the Institute of Neurological, Neurosurgical, and Behavioral Sciences (M.I.N.D.S.) were expanded last November 28 to include dedicated clinics for Headache, Epilepsy, and Gait and Balance disorders.

The Memory Center and the Neuropsychology and Clinical Psychology Unit were relaunched, strengthening multidisciplinary evaluation and management of complex neurological, cognitive, and behavioral conditions.

RECOGNITIONS AND PARTNERSHIPS

Philippines' Best Employers 2025

Recognition as one of the Philippines' Best Employers 2025 last October 22 was achieved through an independent nationwide assessment conducted by Statista in partnership with the Philippine Daily Inquirer. The evaluation covered more than 2,000 organizations with at least 250 employees and was based on survey responses from approximately 16,000 employees across industries.

The institution ranked 66th overall and 5th in the Healthcare and Social Industry category, earning an employer satisfaction score of 8.44 out of 10. Survey criteria included working conditions, leadership credibility, company image, career development opportunities, and willingness to recommend the organization as a workplace.

Joint Commission International (JCI) 8th Edition Accreditation

The fifth accreditation survey conducted by Joint Commission International (JCI) was successfully completed on February 17–21, resulting in recognition as the first hospital in the Philippines accredited under the JCI 8th Edition Standards.

The updated standards emphasized enterprise risk management, data-driven performance improvement, patient engagement, and system-wide safety culture. Surveyors conducted comprehensive tracers across clinical and non-clinical services, reviewed governance structures, and assessed compliance with international patient safety benchmarks.

Metro Pacific Health Marketing Summit Awards 2025

Recognition was earned at the 2025 Metro Pacific Health Marketing Summit, where three major awards were received among hospitals within the 27-member MPH network:

- Best in Social Media User Engagement – 1st Place
- Best in HMO Partnerships – 1st Place
- Best in Brand Equity – 3rd Place


PHILIPPINE DAILY INQUIRER
BEST EMPLOYERS 2025

CERTIFICATE OF RECOGNITION

The Philippine Daily Inquirer and Statista hereby recognize

MAKATI MEDICAL CENTER

as one of

THE PHILIPPINES' BEST EMPLOYERS 2025

Methodology

The Philippines' Best Employers 2025 list has been chosen based on an independent survey from a vast sample of more than 16,000 employees.

Participants were asked to evaluate employers based on two distinct criteria: Direct Recommendations and Indirect Recommendations, alongside various work related topics.

In total, more than 400,000 recommendations were evaluated.

Joseph Voltaire Contreras
Executive Editor
Philippine Daily Inquirer

Marc Berg
CEO
Statista

INQUIRER statista

Philippines' Best Employers 2025

Joint Commission International (JCI) 8th Edition Accreditation


Metro Pacific Health Marketing Summit Awards 2025


16th Manila Doctors College of Nursing (MDCON) Research Congress


Metro Pacific Health Sterilization Benchmark of Best Practices

16th Manila Doctors College of Nursing (MDCON) Research Congress

Nursing professionals demonstrated research excellence at the 16th MDCON Research Congress, themed “Harmonizing Research and Innovation: A Synergy Towards Evidence-Based Nursing Practice.”

Kristen Joy I. Azusano, RN received the Top 2 Best Oral Presenter Award (Nursing Innovation Stream – Professional Category) for her study on developing a standardized newborn handover tool. Additional oral and poster presentations addressed charge nurse leadership transition, multigenerational workforce engagement, breastfeeding among healthcare workers, and preoperative patient education. Participation was strengthened through structured research mentorship under the NURTURE Initiative.

Metro Pacific Health Sterilization Benchmark of Best Practices

The Central Sterilization Unit was recognized by Solventum as the Metro Pacific Health Sterilization Benchmark of Best Practices during the MPH Sterilization Summit on March 19, 2025.

The recognition cited implementation of internationally benchmarked sterilization protocols, advanced device reprocessing technologies, sustained low device-related infection rates, and improved turnaround times. Educational initiatives, including the Sterilization Science Program, further strengthened institutional compliance and staff competency.

Outstanding Partner – St. Dominic College of Asia

Recognition as Outstanding Partner was conferred during the 5th International Research, Extension, and Linkages (REL) Week of St. Dominic College of Asia, held under the theme “STARDOM: Sustainable and Transformative Advocacy with Resiliency in a Digital-Oriented Market.”

The award acknowledged sustained collaboration in student clinical training, academic engagement, and professional development in nursing and allied health education.

Metro Pacific Health Clinical Distinction Award 2025

The Clinical Distinction Award was received for the second consecutive year at the 2025 Metro Pacific Health CEO Summit, recognizing excellence in clinical outcomes, medical breakthroughs, and academic accomplishments.

The back-to-back recognition reflected consistent performance across multiple service lines, effective multidisciplinary collaboration, and sustained focus on patient safety and quality improvement.

Newsweek Best Specialized Hospitals in Asia Pacific 2025

Inclusion in Newsweek's Best Specialized Hospitals in Asia Pacific 2025 affirmed regional standing across five specialties:

- Cardiology – Rank #50
- Cardiac Surgery – Rank #65
- Endocrinology – Rank #72
- Pediatrics – Rank #91
- Oncology – Rank #119

The rankings were based on peer recommendations, patient experience indicators, and hospital performance metrics.

21st Philippine Quill Awards

Three distinctions were earned at the 21st Philippine Quill Awards, organized by the International Association of Business Communicators (IABC) Philippines:

- Communication Skills Division, Special and Experiential Events category – Launch of the da Vinci Xi Robotic Surgical System
- Communication Skills Division, Publications Category – 2023 Annual Report "Breakthrough: Recognizing Opportunities and Reinventing Innovations"
- Communication Management Division, Corporate Social Responsibility – Sustainability Communications Category – Environmental, Social, and Governance Program Webinar Series

Mother-Baby Friendly Health Facility Initiative – Hall of Fame Award

The Hall of Fame Award under the Mother-Baby Friendly Health Facility Initiative (MBFHFI) was conferred by the Department of Health – Metro Manila Center for Health Development Local Health Support Division during the awarding ceremony held on August 20 at Hotel Lucky Chinatown, Binondo, Manila. The recognition reflected sustained compliance with breastfeeding promotion, maternal and newborn safety standards, and family-centered care practices.

MPH SVP-NEA Award for Excellence in Nursing Leadership

The MPH SVP-NEA Award for Excellence in Nursing Leadership was awarded to the Emergency Department Nurse Manager, Grace Dyan C, Maranan, MAN, RN, FISQua, CLSSBB, marking the institution's second recognition under this category. Ms. Maranan's leadership in the Emergency Department has been instrumental in strengthening team collaboration, elevating service quality, and driving continuous improvement within the unit.

International Hospital Federation (IHF) Awards 2025

The NURTURE (Nursing Research Towards Upbuilding Results) Initiative received an Honorable Mention at the International Hospital Federation (IHF) Awards 2025, under the American Hospital Association Excellence Award for Healthcare Workers' Well-Being category.

The initiative was selected from nearly 700 submissions across 37 countries, recognizing

21st Philippine Quill Awards

Mother-Baby Friendly Health Facility Initiative – Hall of Fame Award

MPH SVP-NEA Award for Excellence in Nursing Leadership

International Hospital Federation (IHF) Awards 2025

structured research mentorship, workforce support systems, and evidence-based practice integration.

INQUIRE: International Nursing Quality, Innovation and Research Conference

The 2nd International Nursing Quality, Innovation and Research Conference (INQUIRE) was conducted on November 6–7, convening local and international nursing leaders, educators, and clinicians.

The two-day conference featured plenary sessions, panel discussions, and concurrent research presentations on quality culture, innovation, leadership, and evidence-based nursing practice. Through INQUIRE, MakatiMed reinforces its commitment to nursing excellence and supports United Nations Sustainable Development Goal 3 (Good Health and Well-being) by promoting professional education, research integration, and innovative partnerships. Participation included 275 virtual attendees and 200 onsite delegates.

BusinessWorld Best Places to Work 2025 – Silver Merit Award

Recognition as one of the Overall Best Places to Work 2025 was conferred through the BusinessWorld Silver Merit Award, with distinctions across the following categories:Best Places to Work – Very Big Organizations; Best Places to Work for Women; Best Places to Work for LGBTQ+; Best Places to Work for Disabled; Best Places to Work for Employees aged 16–34; Best Places to Work for Employees aged 55+; Best Places to Work for Employee Well-Being

BusinessWorld Best Places to Work 2025 – Silver Merit Award

INQUIRE: International Nursing Quality, Innovation and Research Conference

INSPIRING AND INVIGORATING WORK

Valentine's Day Celebration

On February 14, 2025, the hospital's Human Resources Management and Development Division (HRMDD) organized two heartwarming events for Love Lots MMC: Dear Dr. Love and Cookie Match.

MakatiMed employees and doctors sent 50-word love messages to their colleagues through Dear Dr. Love. Fourteen of the most heartfelt messages were selected and shared via FB Daloy. Each sender received a special Valentine token as a keepsake—or to pass along to a loved one.

Cookie Match brought colleagues together in a unique and exciting way. Fifty participants took part in a mystery cookie partner hunt at Ledesma Hall from 2:00 to 4:00 PM. Perfectly matched cookie pairs enjoyed a color-coded cookie date and captured fun snapshots with newfound friends at the Photo Love Booth.

Women's Month Celebration

Four themed weekly events were rolled out, kicking off with "Jill of All Trades," where employees were invited to showcase their 'headwear', or a symbolic representation of their various roles and aspirations, whether in motherhood, career, or personal growth. Participants proudly posted their photos with #WearItLikeAQueen, sparking conversations on how women wear many hats every day and do so with strength and grace.

In the second week, MakatiMed shined the spotlight on its very own champions through "Women We Admire." Employees took selfies with women they look up to: mentors, colleagues, or friends who have inspired, empowered, or supported them.

Week 3 brought a fun and creative twist with the "Women Playlist" initiative. Staff and employees contributed their favorite empowering anthems, creating the ultimate Women Empowerment Playlist.

Valentine's Day Celebration

Women's Month Celebration

Mother's Day

On May 9, employee mothers were treated to a special surprise through the "Mothers Dough It Best!" activity. A Dunkin' Food Truck was stationed at the Keyland Parking area, where moms received complimentary donuts as a token of appreciation for their dedication both at work and at home.

56th Anniversary

On May 30, employees were invited to visit the Vogue Photo Booth at the HR Training Room, 4th Floor of Tower 3, where they captured moments of celebration and camaraderie. To express gratitude for their continued service, packed lunch boxes were distributed to all hospital units. Throughout the week, a pop-up store by Korean brand No Brand was set up on-site, offering employees special discounts on snacks, beverages, and hygiene products.

The highlight of the anniversary celebration was the Luminaries of 2025: Service Awards, held at the 8th Floor Auditorium of Tower 2. The event honored physicians and staff who have consistently demonstrated dedication, professionalism, and excellence in their respective fields. Awards were conferred for Service Milestones, the Shining Star Awards, and Continuous Quality Improvement (CQI) initiatives. As part of the celebration, six attendees received mWell Smart Watches through a raffle draw.

56th Anniversary

Succession Management Plan and AIM Leadership Executive Series Partnership

A formal Succession Management Plan (SMP) was launched to strengthen leadership continuity and long-term organizational sustainability. The initiative focuses on identifying high-potential talents and preparing them for future leadership roles across clinical and corporate functions.

A core component of the SMP is the MMC Leadership Executive Series: The Malasakit-Driven Leader, developed in partnership with the Asian Institute of Management (AIM), which builds strategic capability, ethical leadership, and people-centered decision-making.

Succession Management Plan and AIM Leadership Executive Series Partnership

International Nurses' Day

International Nurses' Day

In celebration of International Nurses' Day held on May 14 under the global theme "Caring for Nurses Strengthens Economies" - MakatiMed proudly joined the worldwide tribute, highlighting its own theme: "Compassion in Action: Nurses at the Heart of Care."

In collaboration with the Department of Pathology and Laboratories, the day began with a Mass Blood Donation Drive open to all MMC employees and external donors. The Nursing and Patient Care Services (NPCS) Leaders also prepared a variety of relaxing activities and thoughtful treats for our nurses. A livelihood bazaar was held at the 8th Floor Auditorium, Tower 2, featuring an array of food, beverages, accessories, and handmade trinkets. Meanwhile, a Thanksgiving Mass at Ledesma Hall, Tower 1, offered a moment of reflection on the global impact of nursing, expressing deep gratitude for our healthcare heroes and giving thanks for the lives they continue to touch.

Free cups of freshly brewed coffee were also served by But First, Coffee, along with sweet servings of Mang Felix's Taho and delicious, decadent ice cream for all nursing staff. To top it off, NPCS partnered with Palmeo Spa and Massage to offer relaxing body massages and spa services which were warmly received by nurses to enjoy a well-deserved moment of pampering.

5th Patient Experience Week

The week-long celebration from April 28 to May 2, with the theme "The MakatiMed Patient Experience: Our Malasakit Brand of Care", was organized by the Patient Experience (PX) Unit of the Patient Relations Department.

The highlight of the week was the Patient Experience Care Talks & Fun event held last April 29, 2025.. Two esteemed industry experts shared their insights on Malasakit Care. John Vincent G. Pastores, MD, a Consultant from the Department of Surgery, discussed "Malasakit in Good Times and Bad." Kenneth A. Laureano, RN, MakatiMed nurse and DAISY Awardee, delivered a talk titled "Beyond the Charts: Creating a Positive Patient Experience as a Nurse."

The second half of the program featured an energetic game inspired by Family Feud, where eight teams of four members from various departments competed for the championship title. Survey questions reflected the views of the MMC community on topics relevant to working and being at MMC, adding excitement and fun to the competition. The winning team from Maternity and VIP Services received Pluxee gift certificates and tokens of appreciation from the organizers.

This year's celebration also marked the return of face-to-face PX events, which was honored by an overwhelming one hundred twenty-five (125) registered attendees from the MMC community, a testament that Patient Experience has always been a solid foundation of a strong organization in providing world class patient-centric care.

5th Patient Experience Week

Father's Day Celebration

A Dunkin' Donuts food truck rolled into Tower 3's Parking Area on June 13, serving from 1:30 PM, and extended up to 4:00 PM.

Employees who proudly shared a photo of themselves with their children were rewarded with free donuts, while the first 100 fathers in line enjoyed a complimentary cup of freshly brewed coffee. The event created a warm, festive atmosphere, celebrating fatherhood in the most flavorful way.

HRMDD Learning Sessions in June

Last June 24, 2025, the Human Resources Management and Development Division (HRMDD) rolled out two enriching learning sessions aimed at promoting employee wellness and inclusivity.

Father's Day Celebration

HRMDD Learning Sessions in June

The day began with Celebrating Gender Diversity: Kindness on Differences, held live via Zoom from 9:00 AM to 10:30 AM. The session was led by Norvie Tiong, RPsy, Senior Clinical Psychologist from Empath Corporation. She emphasized the importance of recognizing, respecting, and embracing the diverse spectrum of gender identities in the workplace. The talk fostered open-mindedness and empathy, reinforcing MakatiMed's commitment to creating a safe, inclusive, and supportive environment for all. The session drew strong interest, with 130 participants in attendance.

In the afternoon, Ditch the Smoke, a wellness talk on smoking cessation, was held from 3:00 PM to 5:00 PM at the 8F Auditorium, Tower 2. Roy Justin G. Labriaga, MD, a Consultant and IM-Oncologist at MakatiMed, shared expert knowledge on the health risks of smoking and provided practical strategies for quitting. The session aimed to empower employees to make informed choices for a healthier lifestyle and was attended by 80 participants.

ESG Week 2025

The celebration began with a webinar entitled “Roots of Change: The Power of Tree Planting for a Greener Future.” The guest speaker, Ms. Arceli Tungol, Founder of PH Native Trees, shared her passion for native trees and their vital role in restoring ecosystems, nurturing forests, and addressing the climate crisis. A Lobby Exhibit was also mounted to showcase MakatiMed’s milestones in environmental responsibility, highlight the impact of climate change, and encourage individuals to actively take part in the fight against plastic pollution.

From June 18 to 20, the ESG Council held the Plastic Rescue Activity, where members of the MakatiMed community brought in their household plastic waste. To make the initiative engaging, participants were encouraged to exchange clean, dry plastics for exclusive MakatiMed merchandise. Nearly 300 participants joined the activity, and the collected plastics will be transformed into EcoBoards, durable materials used for furniture and construction.

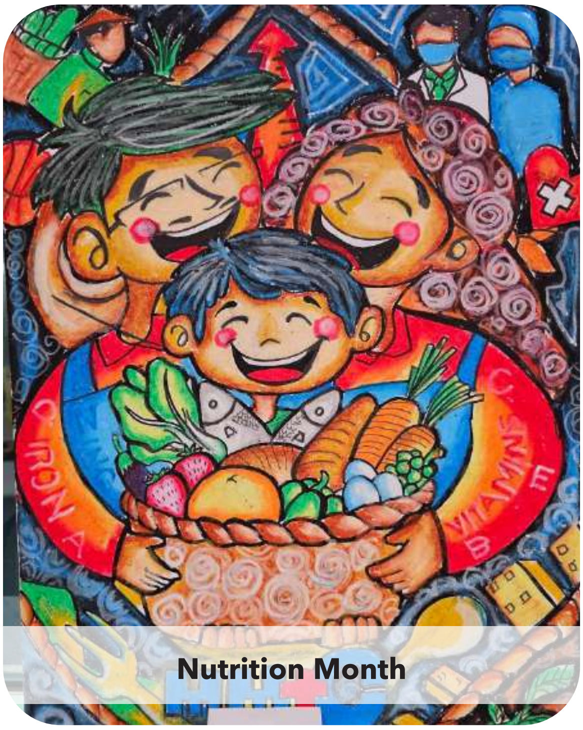
The top ten plastic rescuers were recognized and rewarded with gift certificates, with the grand prize going to Maria Greca Penuliar, RN of Nursing and Patient Care Services Division, who collected an impressive 26.68 kilograms of plastic waste.

ESG Week 2025

Complementing the activity was the ESG Week Bazaar, which ran from June 16 to 20. Among the concessionaires were Verra Coffee, a social enterprise supporting local farmers; Ecoshift, which offers eco-friendly personal care essentials; Magwai, a Filipino brand dedicated to marine conservation; Human Nature, a local brand of natural cosmetics and personal care products; Metro Pacific Fresh Farms through its “More Veggies Please” initiative; and Carmen’s Best, a well-known provider of fresh dairy products. The Medical Staff Association and the MakatiMed Foundation also joined, featuring socially responsible goods created by underprivileged communities.

Nutrition Month

With the theme “Food at Nutrition Security, Maging Priority! Sapat na Pagkain, Karapatan Natin!”, the festivities kicked off with the Nutrition Month Poster Making Contest, where employees showcased their creativity and advocacy through colorful and meaningful artworks. Taking top honors was Raymon R. Morante of the Quality Management Division, followed by Haidee D. Suarez of Financial Planning & Control in second place, and Claire Ann Joy B. Delgado of Operations Support in third place. Special mentions were given to Nida D. Bandojo (DR Ultrasound), Rommel Brosas (Inventory Management), Mariella Villaflor (Inpatient Pharmacy), Kristine B. Sare (Health Hub ID), John Wilbore Digay (IPC), Juvelyn Baclayon (Credit Billing & Collection), and Mark Albert Santos (Pharmacy Services). All



Nutrition Month

participants received consolation prizes as recognition for their time, talent, and dedication.

From July 8 to 10, the Nutri-Pop Quiz commenced. Without the need for sign-ups or online forms, employees were approached on the spot to answer up to three nutrition-related questions. Correct answers earned not only individual prizes but also rewards for the entire team.

The celebration culminated on July 23 at the 8th Floor Auditorium, Tower 2, with a full-day program filled with games, prizes, and giveaways. Highlights included MakatiMed Game KNB? Nutrition Edition, a fast-paced trivia competition where participants vied for bragging rights and Pluxee Gift Certificates, and a lively Family Feud showdown that mixed nutrition knowledge with moments of hilarious guessing. Guests also enjoyed raffle draws, a photo booth, and free taho, adding to the festive atmosphere.

National CPR Day

The hospital's Section of Cardiology joined the Philippine Heart Association in spearheading campaign activities nationwide. These included simultaneous mass CPR demonstrations across different chapters and the launch of this year's theme: "ZapPinas 2025: First Responder Team, Sa CPR, WIN na WIN!"

The hospital's Clinical Emergency Preparedness Committee and the Department of Emergency Medicine hosted a CPR Quality Testing Booth from 9:00 AM to 4:00 PM at the Tower 1 Lobby. Employees, house staff, and medical staff gathered to demonstrate best practices in basic resuscitation. Using high-fidelity mannequin simulators or manikins and CPR feedback applications, Emergency Medicine Residents and Consultants guided healthcare workers, patients, companions, and visitors in proper CPR techniques. The event drew 141 participants who shared overwhelmingly positive feedback, especially hospital visitors who described the experience as valuable and memorable.

This initiative was made possible through the collaboration of the Department of Emergency Medicine, headed by Amado Flores III, MD; the Social Awareness and Patient Advocacy

National CPR Day

Committee, led by Marie Genebee B. Puzon, MD; and the Emergency Preparedness Committee.

Complementing the activity was a special webinar held at 1:00 PM, which highlighted the importance of CPR and strategies for improving response during cardiopulmonary emergencies. Three distinguished speakers delivered insightful lectures. Amado A. Flores III, MD discussed the implementation of the MMC Resuscitation Program. Gary A. Lopez, MD from the Department of Cardiology, emphasized the role of the Early Warning System in helping healthcare professionals detect subtle signs of patient deterioration and respond promptly. Alvin C. Florentino, MD, from the Department of Pediatrics addressed specialized techniques and key considerations in performing CPR on infants and children.

Extending the advocacy beyond hospital walls, the Department of Emergency Medicine also conducted BLS and First Aid lectures on July 19, 2025, at the Sacred Heart of Jesus Parish in Muntinlupa, equipping parish staff and parishioners with vital lifesaving skills.

Hospital Chapel Proclaimed Under the Patronage of Our Lady of Guadalupe

On August 20, 2025, the celebration was marked by a solemn mass presided by His Eminence Jose F. Cardinal Advincula, Archbishop of Manila, joined by priests and ministers from the Archdiocese of Manila.

Hospital Chapel Proclaimed Under the Patronage of Our Lady of Guadalupe

During the liturgical celebration, Cardinal Advincula formally installed Fr. Moses Eduardo Ciego as chaplain of the newly proclaimed Our Lady of Guadalupe Chapel who led the blessing of the chapel marker.

Recognizing Excellence: 2025 Divisional Learning Champions

The event hosted by Human Resources Management and Development Division (HRMDD) honored employees who continue to foster a culture of learning across the organization.

Central to the celebration was the recognition of the vision that shaped the DLC program. Introduced in 2024 the program was created to

Recognizing Excellence: 2025 Divisional Learning Champions

cultivate divisional champions who would oversee and strengthen internal learning initiatives. The initiative has since grown into a sustainable platform for continuous learning.

The afternoon program featured a commemorative AVP showcasing the milestones achieved by past DLCs, followed by the awarding of certificates to previous champions in recognition of their valuable contributions. A segment on roles and responsibilities served as a refresher, reinforcing the significance of the DLCS' role within MakatiMed and reigniting the collective commitment to excellence in learning.

The ceremony culminated in the presentation of Special Awards, honoring champions who exemplified MakatiMed's core values:

- Most Reliable Individual Award: Odilon Rommel A. Mapa, II, PTRP
- Red Carpet Ready Award: Juan Antonio M. Umali, RN
- Extra Miler Award: Rachel Merci B. Mundo, RPh
- Lifeline Award: Arbhy C. Mauricio and Christopher A. Realizan
- Trail Blazer Award for Service Excellence: Joshua Jaime P. Nario, MA, RN, CLDP, CHA, CLSSGB

Showcasing Motherhood Through Photos

The "Hakab at Yakap sa Gatas ng Ina" breastfeeding portraiture exhibit was unveiled on August 29, 2025 at Ledesma Hall. Featuring ten dedicated MMC employees—Monique Apilan, Iris De Asis, Charissa De Luna, Lovely Decierto, Leony Detera, Jamie Hadap, Jolina Lerum, Ruth Macrohon, Mina Pazcoguin, and Majoy Tarroma—the exhibit captures the strength, beauty, and nobility of a mother's breastfeeding journey.

Renowned photographer Stanley Ong, an advocate for breastfeeding since 2009, generously lent his talent to complete this inspiring project. Each portrait highlights the beauty of breastfeeding (Hakab) and the power of a mother's embrace (Yakap).

The unveiling ceremony was graced by MakatiMed's Mother-Baby Friendly Hospital Initiative Committee Chairperson, Anna Lisa Lopez-Gabriel, MD, from the Department of Pediatrics who spoke on the lasting benefits of

Showcasing Motherhood Through Photos

breastfeeding and reminded the audience that advocacy is not limited to mothers alone.

The exhibit was displayed at the 1st Floor Hallway of Tower 2 until September 5.

Departments Unite in Courage-Themed Celebration

In celebration of the 30th anniversary of its Laser Center under the Department of Dermatology on September 30, 2025, a program in collaboration with Breast Imaging Center and Department of Psychiatry at the 8F Tower 2 Auditorium was held. With the theme "Courage," the event honored patients facing skin and breast cancer, as well as those navigating mental health challenges, while paying tribute to the compassion and dedication of the hospital's doctors, nurses, and staff.

The program featured Ryan Raymond Y. Bautista, MD, Head of the MakatiMed Wellness Center, who shared an overview of its services; Donna Marie L. Sarrosa, MD, Chairperson of the Department of Dermatology, who traced the history of laser dermatology and introduced Dermagraphix, the country's first advanced skin cancer detection technology; and Julie Anne Patricia M. Songco, MD, who underscored the role of dermoscopy in early detection through her lecture "Dermo-scope: Zeroing in on Early Skin

Cancer." Socio-civic leader Elizabeth Eder Zobel de Ayala also shared her advocacy for cancer prevention, followed by a message from broadcast journalist Bernadette Sembrano who expressed her appreciation for the hospital for the warmth and excellence she experienced in her every visit. Maria Luz Espinosa, MD highlighted the importance of imaging in breast cancer detection and Genevere Serna-Santos, MD recounted the history of the Breast Imaging Center. In line with Mental Health Awareness Month, Joaquim Gerardo L. Jurilla, MD, a second-year resident, presented MakatiMed's holistic approach to care, underscoring that healing goes beyond the physical.

The celebration culminated with "An Evening with Music and Advocacy", starting with a surprise dance number from the LeBran dancers, a group of doctors. The event also featured OPM band Ben&Ben, whose music inspired hope, connection, and comfort among attendees.

Pinoy Pride: Trashion Couture

This creative fashion competition transformed recyclable materials into avant-garde masterpieces. The event encouraged employees to repurpose waste into wearable art, highlighting how sustainability and creativity can coexist. Entries were judged based on creativity, craftsmanship, theme interpretation, and overall impact.

Emerging as winners were:
- Grand Winner: Office of the Medical Director
- 1st Place: Pharmacy Services
- 2nd Place: Facilities Management and Engineering Division (FMED)
- 3rd Place: Quality Management Division (QMD)

Special citations were also awarded to:
- Best in Avant Garde Model: Service Operations (SO)
- Best in Avant Garde Designer: Pharmacy Services
- Crowd Favorite: Facilities Management and Engineering Division (FMED)

Mindful Matters

Last October 28 at the 8th Floor Auditorium, employees were given the opportunity to pause, unwind, and focus on their mental well-being with an event featuring five interactive booths, each designed to promote relaxation

Departments Unite in Courage-Themed Celebration


Pinoy Pride: Trashion Couture


Mindful Matters

and self-care. The first stop, The Self-Love Hub: Letter to Future Me, invited employees to write encouraging letters to their future selves, to be opened three (3) months later. The second and third booths, Mindfulness Studio: Dry Clay Art Workshop and Pebble Painting Art Workshop, allowed participants to express their creativity through hands-on art activities.

The fourth booth, Resilience Gym: Bounce Back Challenge, added a fun physical element through a time-trial game where participants bounced at least three (3) pencils off a table and into plastic cups to win prizes. After the activity, employees proceeded to the final booth, Recovery Room: Find Your Perfect Recovery Tea, where they created their own calming blends to help them relax and recharge.

To encourage full participation, exciting prizes were raffled off. Ten (10) employees won a one-day paid wellness leave; one (1) participant received a day trip for two to Palm Beach Resort; and consolation prizes were awarded to the top scorers of the Resilience Gym: Bounce Back Challenge.

World Patient Safety Day 2025

In line with the World Health Organization's theme, "Safe Care for Every Newborn and Every Child," and the slogan "Patient safety from the start!", the celebration began with an information campaign launched on September 8, featuring an official memo and patient safety infographics shared via Daloy.

The two-day event highlighted the importance of family and caregiver engagement in preventing harm and improving outcomes in newborn and pediatric care. Activities opened with Patient Safety Grand Rounds, during which QMD-CSRM and the Chief Resident of the Department of Pediatrics distributed 50 coloring books to pediatric patients. The initiative also provided an opportunity to educate parents and caregivers on pediatric safety risks and the value of collaboration with healthcare providers.

To further engage healthcare personnel, a patient safety pop quiz was conducted in the pediatric units, with participants receiving gift certificates of varying amounts. All attendees also received commemorative bamboo ballpens from QMD.

MakatiMed employees also joined a poster-making contest promoting the WPSD theme. Winning entries were by Regine P. Franco, RN (1st Place), Jome Carlo M. Manzanero, RN (2nd Place), and Engr. Raymon R. Morante (3rd Place). Entries were featured on DALOY, with winners announced on September 30, 2025.

A Zoom webinar on September 18 capped the celebration. Learning sessions were delivered by page-by-page comments (for reference).pdf on patient safety for infants and children, Shin Ushiro, MD on system-based approaches to safer pediatric care, and Anuradha Pichumani, MD on translating patient safety policies into practice.

Entreployee Bazaar

Organized by the Human Resource Management & Development Division (HRMDD), the two-day event from November 6-7 at the 8th Floor Auditorium invited all hospital divisions to set up booths and sell a wide variety of items.Employees

World Patient Safety Day 2025

Entreployee Bazaar

enjoyed an array of food and drinks, as well as new and pre-loved clothes, accessories, and trinkets. This year's Entreployee Bazaar placed a strong emphasis on sustainability, encouraging sellers to use eco-friendly packaging in place of single-use plastics. The initiative was well supported by participating divisions and buyers, many of whom brought their own reusable shopping bags.

Radiology Week 2025

Anchored on the theme "A Spectrum of Service: Radiologic Technologists in Motion Toward Innovation and Compassion," the inaugural event was held at the 8th Floor Auditorium on November 4 and 5, bringing together the hospital's radiologic technologists and radiologists for meaningful discussions and activities.

The first day focused on professional development through learning sessions for the Radiology Team. One of the highlights was the keynote lecture of Peachy S. Luna, RRT, MAEd-EM, Chairperson of the World Radiology Educational Trust Foundation, who presented "Navigating Radiation Risk Discussions with AI: A Practical Guide for Radiologic Imaging Departments." Her talk emphasized the responsible use of artificial intelligence in improving patient communication and safety in radiologic imaging.

The second day fostered teamwork and creativity through engaging activities such as the Battle of the Witz Quiz Bee and a t-shirt painting activity. Top-performing participants from each team were also recognized for their outstanding performance.

World Prematurity Day

The event on November 17 highlighted hope, resilience, and support for preterm infants and brought together healthcare workers, families, and advocates in honoring the smallest fighters and the dedicated teams who care for them.

Two families shared their heartfelt Neonatal Intensive Care Unit (NICU) journeys, offering inspiring stories of strength and gratitude. The celebration also featured the relaunch of the Milk Bank Donation Drive, reaffirming the hospital's commitment to providing life-saving nourishment to premature babies.

Radiology Week 2025

World Prematurity Day

Christmas Tree Lighting and Nativity Blessing

The spirit of Christmas shone brightly as the hospital officially welcomed the holiday season during its annual Christmas tree lighting and Nativity blessing held on November 26 at the hospital's main lobby.

The celebration gathered members of the management team and employees from all divisions and departments, filling the lobby with warmth, cheer, and camaraderie. Lively performances and upbeat music set a festive tone, reflecting the unity and shared joy of the MakatiMed community.

Medical Director and Interim Co-President & CEO Saturnino P. Javier, MD delivered a heartfelt message of gratitude, thanking everyone for their unwavering support and the dedication they continue to give in serving patients and the institution.

Chief Financial Officer and Interim Co-President & CEO Arnold C. Ocampo likewise expressed his appreciation for the dedication, resilience, and commitment of MakatiMed employees to excellent patient care. He encouraged everyone to celebrate the season with joy and peace alongside their families, and to carry the same spirit of kindness and compassion to colleagues and patients alike.

Groove the Halls Hospital-Wide Christmas Party

Inspired by the vibrant and playful spirit of Malasakit Nu Disco, MakatiMed brought its employees together at The Space at One Ayala last December 19.

The festivities began at 4:00 PM with registration and foyer activities, welcoming guests into a lively and colorful setting. By 5:00 PM, employees enjoyed a festive dinner buffet, sharing conversations and laughter as they geared up for the night's main events.

At 6:30 PM, the opening program officially set the tone for an exciting evening. Energetic performances and heartfelt messages filled the program, leading into one of the most anticipated segments of the night—the Groove & Move Dance Showdown. Teams took to the stage with bold choreography and infectious energy, earning loud cheers and applause from the crowd.

Christmas Tree Lighting and Nativity Blessing

Groove the Halls Hospital-Wide Christmas Party

The celebration continued with fun-filled games, raffles, and surprise moments, keeping the atmosphere light and engaging throughout the evening. As the night progressed, the party transitioned into a high-energy close with a live DJ, inviting everyone to dance, celebrate, and fully embrace the holiday spirit.

GIVING BACK

One Good Deed

On its third year, Service Operations staff placed their food orders through Grab Food and Food Panda. The riders who delivered the orders were surprised and delighted as the team handed the food items. A total of ten (10) riders benefited from this activity held last January 3.

Visit to National Shrine and Parish of Our Lady of the Abandoned for the Benefit of Persons Deprived of Liberty Manila Precinct 6

Selected Service Operations staff visited the National Shrine and Parish of Our Lady of the Abandoned in Sta. Ana, Manila last January 7 to deliver an estimate of 500 bath soaps which were donated by the employees under Service Operations. These bath soaps will be given to the Persons Deprived of Liberty in Precinct 6 in Manila, one of the beneficiaries of the church.

Disaster Readiness Activity for SPED Students of Villamor Air Base Elementary School (VABES)

With the series of earthquakes recently experienced across the Philippines, the Service Operations Division Clusters 2, 3, and 4 developed an ESG initiative that would directly benefit a vulnerable community. This led to the conceptualization of the project "Preparedness

One Good Deed

Visit to National Shrine and Parish of Our Lady of the Abandoned for the Benefit of Persons Deprived of Liberty Manila Precinct 6

Disaster Readiness Activity for SPED Students of Villamor Air Base Elementary School (VABES)

Saves Lives: Inclusion Ensures No One Is Left Behind."

The project aims to promote Corporate Social Responsibility through earthquake preparedness, interactive learning, and the donation of 50 hard hats to support the safety of students and staff.

The team selected Villamor Air Base Elementary School (VABES) in Pasay City, a public school under the Department of Education that houses a Special Education (SPED) Center serving learners with ASD, ADHD, and other developmental needs, ages 5 to 14.

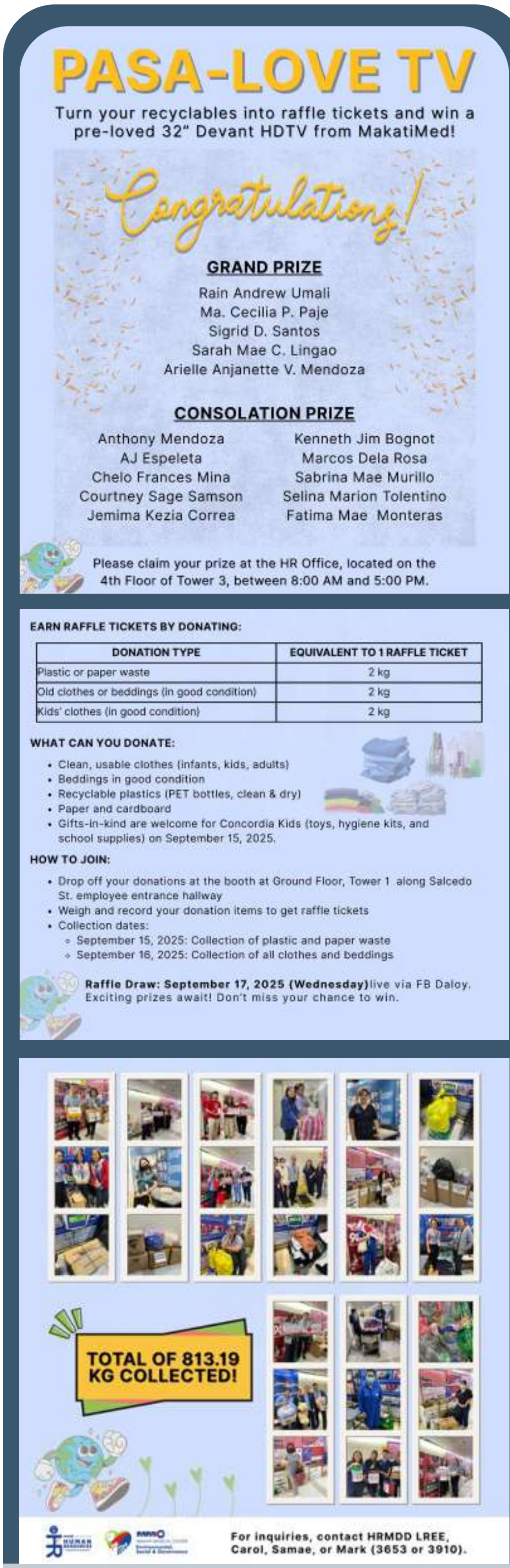
The ESG activity was successfully conducted on November 18, 2025, with the participation of SPED students, teachers and staff, and MMC volunteers. Throughout the activity, the team ensured that learning was interactive, inclusive, and accessible to all participants. The session included a brief earthquake preparedness video featuring the Duck, Cover, and Hold (DCH) drill, a discussion on the importance of earthquake readiness, demonstrations of the DCH procedure and proper hard-hat wearing, and a short-guided drill with students and teachers.

Pasa-Love TV

The Pasa-Love TV donation and recycling drive was conducted in September, mobilizing employees to contribute recyclable materials and usable items in support of partner beneficiaries.

The activity followed a structured donation process to ensure transparency and accurate documentation. Donated items were first checked and categorized as recyclable materials, after which the materials were weighed and recorded at the collection station. Each donor then received a raffle control number following documentation of the donation, allowing participants to take part in the raffle component of the activity while reinforcing participation in the sustainability initiative.

Over a two-day collection period, 100 donors participated, generating a total of 813.19 kilograms of donations and recyclable materials. All proceeds from the activity were allocated to beneficiary organizations such as Concordia, Caritas Manila, and Berdeng Kalabaw, supporting their community development and social welfare programs.



Pasa Love TV

2025 Leadership

Makati Medical Center | Medical Doctors, Inc.

CO-PRESIDENTS & CEOS	**Saturnino P. Javier, MD, MMHoA** *(Interim)* **Arnold C. Ocampo, CPA, MMHoA** *(Interim)*
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Assistant Director, Operations, Medical Services	Ernest J.A. Pagdanganan, MD
Assistant Director, Credentialing & Privileging	Karen L. Nielsen, MD
Medical Services Office	Melecia H. De Leon
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Infectious Diseases	Ma. Tarcela S. Gler, MD
Nephrology	Eladio Miguel M. Peñaranda, Jr., MD
Oncology	Regina Edusma-Dy, MD
Pulmonary Medicine	Gregorio P. Ocampo, MD
Rheumatology	Augusto O. Villarubin, MD
MakatiMed Institute of Neurological, Neurosurgical and Behavioral Sciences (M.I.N.D.S.)	Edgardo Juan L. Tolentino, MD
Neurology	Cymbeline B. Perez-Santiago, MD
Neurosurgery	Carlos Francis A. Santiago, MD
Psychiatry	Jon Edward B. Jurilla, MD
Nuclear Medicine	Marie Rhiamar S. Gomez, MD
Obstetrics & Gynecology	Romeo T. Mendoza, MD
Ophthalmology	Sherman O. Valero, MD
Orthopedic Surgery	Angel C. Gozum, MD
Otorhinolaryngology	Clydine Maria Antonette G. Barrientos, MD
Pathology & Laboratories	Redante D. Mendoza, MD
Pediatrics	Bernadette C. Benitez, MD
Physical Medicine & Rehabilitation	Ma. Elena Lourdes R. Tan, MD
Radiology	Genevere A. Serna-Santos, MD
Breast Clinic	Melodie Grace M. Remorca, MD
CT-MRI	Richie A. Pilapil, MD
Diagnostic	Jeffrey L. Tantianpact, MD
Interventional Radiology	Alvin Constantine T. Tin, MD
PET-CT	Marie Rhiamar S. Gomez, MD
Radiation Oncology	Bianca Nikkola N. Olonan, MD
Ultrasound	Blaise K. Liao, MD
Surgery	Jaime S.D. Songco, MD
Colorectal Surgery	Jan Paolo M. Cruz, MD
General Surgery	Karen L. Nielsen, MD
Hepatobiliary	Catherine S.C. Teh, MD
Metabolic & Surgical Nutrition	Reynaldo P. Sinamban, MD
Minimally Invasive Surgery	Ernest J.A. Pagdanganan, MD
Pediatric Surgery	Rodolfo G. Tuazon, Jr., MD
Peripheral Vascular	Ricardo T. Quintos, MD
Plastic & Reconstructive	Benjamin G. Herbosa, MD
Thoracic & Cardiovascular Surgery	Ramon I. Diaz, Jr., MD
Urology	Hermenegildo Jose B. Zialcita, MD

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Cancer Institute	Victor K. Gozali, MD
Bone Marrow Transplant Unit	Teresita E. Dumagay, MD
Cardiac Catheterization Laboratory	Joaquin Emilio G. Jison, MD
Cardiac Rehabilitation Unit	Mary Milagros D. Uy, MD
Center for Regenerative Medicine	Joey D. Borromeo, MD
Center of Osteoporosis & Bone Health	Josephine Y. Lu, MD
Center for Tropical & Travel Medicine	Marion Priscilla A. Kwek, MD
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Cardiovascular Diagnostic Laboratory (Heart Station)	Benjamin N. Alimurung, MD
Dermatology & Phototherapy Center (Dr. Manuel C. Fernandez, Sr. Center)	Patricia Anne T. Tinio, MD
Diabetes and Weight Wellness Clinic	Maria Princess Landicho-Kanapi, MD
Emergency Department	Amado A. Flores III, MD
ENT Center	Clydine Maria Antonette G. Barrientos, MD
Eye Care Center	Sherman O. Valero, MD
Gastroenterology & Endoscopy Center	Carlo M. Cornejo, MD
Heart Institute	Raul L. Lapitan, MD
Liver Unit	Angelo Jonathan D. Cruz, MD
MakatiMed @ Home	Noel L. Rosas, MD (concurrent)
MakatiMed Care Access | Araneta City	Frederick H. Verano, MD
MakatiMed Wellness Center/ MMC HealthHub	Ryan Raymond Y. Bautista, MD
Medical Intensive Care Unit	Maria Claudia G. Alcancia, MD
Neurosciences Center	Edgardo Juan L. Tolentino, Jr., MD
Memory Plus	Donnabelle M. Chu, MD
Neurophysiology & Sleep Disorders	Katerina Tanya P. Gosiengfiao, MD
Neurovascular Laboratory	Anna Marie B. Sage-Nolido, MD
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Neuropsychiatry Unit	Jon Edward B. Jurilla, MD
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Nuclear Medicine	Marie Rhiamar S. Gomez, MD
OR-DR Complex (CP Manahan Pavillion)	Romeo T. Mendoza, MD
Pain Management Services	Rosario M. Cloma, MD
Pathology & Laboratories	Redante D. Mendoza, MD
Pediatric Intensive Care Unit	Alvin C. Florentino, MD
Physical Medicine & Rehabilitation Center	Ma. Elene Lourdes R. Tan, MD
Pulmonary Laboratory	Gregorio P. Ocampo, MD
Radiology Services	Genevere A. Serna-Santos, MD
Renal Care	Eladio Miguel M. Peñaranda, Jr., MD
Skin & Laser Hub	Ma. Lourdes Aragon-De Veyra, MD
Surgical Intensive Care Unit	Jaime S.D. Songco, MD
Surgical Suites (Jose Y. Fores Surgical Pavillion)	Jaime S.D. Songco, MD
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Vascular & Lymphedema Center	Jasmin Melissa B. Bernardo, MD

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Internship Program	Jose Fernando C. Syquia, MD
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Head, Community Medicine (Pediatrics)	Jennifer Theresa G. Tiglao, MD
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Health Services	Victor L. Gisbert, MD
Medical Education and Research Office	Odessa P. Caimoy

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Accreditation	Sigrid D. Santos
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Hospital License	Larissa E. Sutian
Policies and Programs Management	Nadia Marie A. Aguirre
Hospital Accreditation & Electronic Medical Record	Mark Paul S. Castillo, MD *(Consultant)*

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	Nerissa A. Lagarico, MAN, RN
	Alexander Gervacio M. Sangoyo, MAN, RN
	Cyrine O. Sarmiento, MAN, RN
Clinical Operations & Innovation	Cyrine O. Sarmiento, MAN, RN
General Nursing Services	Nerissa A. Lagarico, MAN, RN
General Medicine Services 1	Dianne Marie C. Rojo, MAN, RN
General Medicine Services 2	Cherryl C. Decripito, RN
High Risk	Jesus R. Aytona, MAN, RN
Maternity & VIP Services	Camille M. De Guzman, MAN, RN
Nursing Support Services	Daryl Jeremiah R. Gaba, MAN, RN
Center for Nursing Education Advancement and Research	Joshua Jaime P. Nario, DLGHCO, RN, CLDP
Nursing Quality	Arthur Kevin V. Castor, RN
Nursing Standards & Policy	Ritchelle M. Galang, MAN, RN
Nursing Workforce Management, Budget & Informatics	Charissa S. De Luna, MAN, RN
Bed Management & Admissions Services	Maritess C. Colorado
Specialty Nursing Services	Alexander Gervacio M. Sangoyo, MAN, RN
Adult Critical Care Services	Mark Angelo C. Aguinaldo, RN
Cancer Institute, Pain Management & Organ Transplant Services	Ma. Cecilia P. Paje, MAN, RN
Cardiac Catheterization Laboratory & Clinical Care Support Services	Maria Michaela Caroline E. Miranda, MAN, RN
Emergency Nursing Services	Grace Dyan C. Maranan, MAN, RN
Maternity Services & Endoscopy Unit	Farrah T. Visey, MSN, RN
Newborn & Pediatric Services	Ma. Christine C. Asi, MAN, RN
Operative Services & Central Sterilization Unit	Fernando D. Bascuguin Jr., MAN, RN *(June 01, 2025)*

FACILITIES MANAGEMENT & ENGINEERING DIVISION

Division Head	Engr. Gerry E. Cunanan
Biomedical Engineering	Engr. Lysander P. Labitag
Engineering	Engr. Ranie P. Sawe *(April 01, 2025)*
Facilities Maintenance/ Pollution Control	Engr. Eleazar B. Maranan
FMED Quality, Compliance, Safety & Security	Reymar C. Aringo
General Services	Kristine C. Surla
Project Design & Management	Engr. Rachelle R. San Jose

FINANCE DIVISION

Division Head/Chief Finance Officer	Arnold C. Ocampo, CPA, MMHoA
Controllership	Armyla B. Palomar, CPA
Credit, Billing & Collections	Joy Vincent E. Oconer
Financial Planning & Control	Marilou M. Gadiana
Pricing	Maria Jesusa M. Torres, CPA
Treasury	Bernardo F. Tawatao

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT DIVISION

Division Head	Angelita P. Garcia
Organization Development	Karen O. Torres
Labor Relations & Employee Engagement	Maria Victoria D. Flores
Employee Well-being Clinic	Haidee H. Andres, MD *(Consultant)*
Learning & Development	Cheryl V. Jarales *(August 19, 2025)*
Legal Services	Atty. Marcos Arcadio G. Lauron (*Consultant*)
Talent Acquisition	Jertrude C. Oliveros
Total Rewards & Analytics	Angelita P. Garcia *(Concurrent)*

INFORMATION & COMMUNICATIONS TECHNOLOGY DIVISION

Division Head	Isidoro M. Perfecto *(Consultant)*
Business Systems Development & Support	Praxedes M. Rellosa, Jr.
Information Security & Technology Control	Joan P. Catapang
Technology Infrastructure Support	James Carlo P. Garcia

CREATIVE, COMMUNICATIONS & SALES SERVICES DIVISION

Division Head	Arlyn L. Songco, MMHoA
Creative Services & Communications	Monica Liza R. Dizon, MMHoA
MMC HealthHub – Operations	Eunice Astrid B. Mocas
Sales Services – Key Accounts & SHAP	Mary Ann B. Lee
Sales Services - HMO Business	Maria Elizabeth Blanch, MMHoA

SERVICE OPERATIONS DIVISION

Division Head	Reynaldo J. Lim
Business Operations Support Services	Rosalind L. Gacias
Health Services	Joana Carla Elaine B. Tabamo
MakatiMed On-Call	Ryan Jay D. Herbias
Outpatient Services (Cluster 1) & Operations Support	Eric M. Angeles, MD
Outpatient Services (Cluster 2-4)	Erachelle L. Buagas
Cluster 1	Bryan Oneal T. Sanchez
Cluster 2	Francis S. Castil, DBA
Cluster 3	Laurice Candy D. Guico
Cluster 4	Maribeth M. Mendoza, MAN, RN
Offsite Services	Thumbelina O. Tan, RN
Makatimed Wellness Center	Roderick B. San Gabriel
MakatiMed Araneta City	Mae Ann N. Dela Cruz

QUALITY MANAGEMENT DIVISION

Division Head	Mary Grace U. Sta. Ana, DMD *(Officer-in-Charge)*
Hospital Performance Improvement	Adrian M. Lawsin, RN, PhD
Clinical Safety & Risk Management	Leilani R. Arboleda, MD
Patient Relations	Richelle B. Bumanglag, MD

SUPPLY CHAIN MANAGEMENT DIVISION

Division Head	Helene Bernice G. Uy
Inventory Management	Jason A. Pia
Procurement	Agnes Josephine B. Ortonio
Facilities & Medical Equipment	TBH
Quality & Compliance	Ma. Concepcion L. Torres, RPh
Medicine & Medical Supplies, Administrative IT Vendor Management	Marivic T. Zamora

INTERNAL AUDIT Edwin L. Aquino, CPA

CONSOLIDATED
FINANCIAL STATEMENTS

As at December 31, 2025 and 2024 and for each of the three years
in the period ended December 31, 2025

AUDIT COMMITTEE REPORT

To The Securities and Exchange Commission
Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City

Further to our compliance with applicable corporate governance laws and rules, we confirm for 2025 that:

- In the performance of our oversight responsibilities, we have reviewed and discussed the audited financial statements of Medical Doctors, Inc. and Subsidiaries, or MDI Group, as of and for the year ended December 31, 2025 with MDI Group's management, which has the primary responsibility for the financial statements.

- We have discussed with MDI Group's internal audit group and Isla Lipana & Co. the overall scope and plans for their respective audits. We also met with MDI Group's internal audit group and representatives from Isla Lipana & Co. to discuss the results of their examinations, their evaluations of MDI Group's internal controls and the overall quality of MDI Group's financial reporting; and

- Based on the reviews and discussions referred to above, we recommend to the Board of Directors and the Board has approved, the inclusion of MDI Group's financial statements as of and for the year ended December 31, 2025 in MDI Group's Annual Report to the Stockholders and to the SEC on Form 17-A.

Diana P. Aguilar
Chairman

Francisco A. Dizon
Member

Francisco S.A. Sandejas
Member

Dr. Benjamin N. Alimurung, MD
Member

Reymundo S. Cochangco
Member

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of Medical Doctors, Inc. and its subsidiary (the "Group") is responsible for the preparation and fair presentation of the financial statements including the schedules attached therein, as at December 31, 2025 and 2024 and for each of the three years in the period ended December 31, 2025, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud of error.

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

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

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

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

Signed under oath by the following:

MANUEL V. PANGILINAN
Chairman of the Board of Directors

ARNOLD C. OCAMPO, CPA
SVP Finance & Chief Finance Officer
Interim Co -President & CEO

SATURNINO P. JAVIER, MD, FPCD, FPCC, FACC
Medical Director
Interim Co -President & CEO

March 19, 2026

Independent Auditor's Report

To the Board of Directors and Shareholders of
Medical Doctors, Inc.
2 Amorsolo corner dela Rosa Street
Legaspi Village, Makati City

Report on the Audits of the Financial Statements

Our Opinion

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

What we have audited

The consolidated financial statements of the Group comprise:

- the consolidated statements of financial position as at December 31, 2025 and 2024;
- the consolidated statements of total comprehensive income for each of the three years in the period ended December 31, 2025;
- the consolidated statements of changes in equity for each of the three years in the period ended December 31, 2025;
- the consolidated statements of cash flows for each of the three years in the period ended December 31, 2025; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSA). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics), together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and Code of Ethics.

Other Information

Management is responsible for the other information. The other information comprises the information included in the SEC Form 17-A and Annual Report, but does not include the consolidated financial statements and our auditor's report thereon. The SEC Form 17-A and Annual Report are expected to be made available to us after the date of this auditor's report.

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

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

When we read the other information identified above which have not yet been received, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

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

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible

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

Isla Lipana & Co.

Paul Chester U. See
Partner
CPA Cert. No. 104941
P.T.R. No. 0011425; issued on January 8, 2026 at Makati City
SEC A.N. (Individual) as general auditors 1518-AR-1, Category A;
valid to audit 2021 to 2025 financial statements
SEC A.N. (Firm) as general auditors 0142-SEC, Category A;
valid to audit 2020 to 2025 financial statements
T.I.N. 202-215-515
BIR A.N. 08-000745-122-2024; issued on February 13, 2024; effective until February 12, 2027
BOA/PRC Reg. No. 0142, effective until November 14, 2028

Makati City
March 19, 2026

Statement Required by Rule 68 Securities Regulation Code (SRC)

To the Board of Directors and Shareholders of
Medical Doctors, Inc.
2 Amorsolo corner dela Rosa Street
Legaspi Village, Makati City

We have audited the accompanying consolidated financial statements of Medical Doctors, Inc. (the "Parent Company") and its subsidiary as at and for the year ended December 31, 2025, on which we have rendered the attached report dated March 19, 2026.

In compliance with SRC Rule 68 and based on the certification received from the Parent Company's corporate secretary and the results of the work we performed, the Parent Company has 1,133 shareholders each owning one hundred or more shares as at December 31, 2025.

Isla Lipana & Co.

Paul Chester See

Paul Chester U. See
Partner
CPA Cert. No. 104941
P.T.R. No. 0011425; issued on January 8, 2026 at Makati City
SEC A.N. (Individual) as general auditors 1518-AR-1, Category A;
valid to audit 2021 to 2025 financial statements
SEC A.N. (Firm) as general auditors 0142-SEC, Category A;
valid to audit 2020 to 2025 financial statements
T.I.N. 202-215-515
BIR A.N. 08-000745-122-2024; issued on February 13, 2024; effective until February 12, 2027
BOA/PRC Reg. No. 0142, effective until November 14, 2028

Makati City
March 19, 2026

Statement Required by Rule 68
Securities Regulation Code (SRC)

To the Board of Directors and Shareholders of
Medical Doctors, Inc.
2 Amorsolo corner dela Rosa Street
Legaspi Village, Makati City

We have audited the consolidated financial statements of Medical Doctors, Inc. (the "Parent Company") and its subsidiary (together, the "Group") as at and for the year ended December 31, 2025, on which we have rendered the attached report dated March 19, 2026.

The supplementary information shown in the Reconciliation of Parent Company's Retained Earnings Available for Dividend Declaration and Schedules A, B, C, D, E, F, G and H, as additional component required by Revised Rule 68 of the SRC, is presented for purposes of filing with the Securities and Exchange Commission and is not a required part of the basic consolidated financial statements. Such supplementary information is the responsibility of management and has been subjected to the auditing procedures applied in the audit of the basic consolidated financial statements. In our opinion, the supplementary information has been prepared in accordance with the Revised Rule 68 of the SRC.

Isla Lipana & Co.

Paul Chester See

Paul Chester U. See
Partner
CPA Cert. No. 104941
P.T.R. No. 0011425; issued on January 8, 2026 at Makati City
SEC A.N. (Individual) as general auditors 1518-AR-1, Category A;
valid to audit 2021 to 2025 financial statements
SEC A.N. (Firm) as general auditors 0142-SEC, Category A;
valid to audit 2020 to 2025 financial statements
T.I.N. 202-215-515
BIR A.N. 08-000745-122-2024; issued on February 13, 2024; effective until February 12, 2027
BOA/PRC Reg. No. 0142, effective until November 14, 2028

Makati City
March 19, 2026

Consolidated Statements of Financial Position
As at December 31, 2025 and 2024
(All amounts in thousands of Philippine Peso)

	Notes	2025	2024
Assets			
Current assets			
Cash and cash equivalents	2	3,476,161	3,351,710
Receivables, net	3	855,084	748,916
Inventories, net	4	344,583	301,187
Prepayments and other current assets	5	68,795	45,623
Total current assets		4,744,623	4,447,436
Non-current assets			
Property and equipment, net	6	13,703,031	13,459,324
Other non-current assets	5	154,020	139,757
Total non-current assets		13,857,051	13,599,081
Total assets		18,601,674	18,046,517
Liabilities and Equity			
Current liabilities			
Trade and other payables	7	1,561,468	1,697,468
Provision for claims	9	19,008	25,090
Income tax payable		67,148	48,280
Dividends payable	11	111,514	67,328
Lease liabilities, current portion	20.2	105,556	69,405
Other current liabilities		17,679	36,088
Total current liabilities		1,882,373	1,943,659
Non-current liabilities			
Provisions, net of current portion	9	143,582	138,632
Retirement benefit obligation	10	795,799	672,884
Deferred income tax liabilities, net	16	1,640,239	1,665,843
Lease liabilities, net of current portion	20.2	397,970	532,568
Total non-current liabilities		2,977,590	3,009,927
Total liabilities		4,859,963	4,953,586
Equity			
Equity attributable to owners of the Parent Company:			
Share capital	11	342,862	342,862
Capital in excess of par value	11	1,701,610	1,701,610
Treasury shares	11	(15,036)	(15,036)
Revaluation surplus	18	5,836,986	5,846,767
Remeasurements on retirement benefits	10	(120,004)	(65,648)
Retained earnings	11	5,971,832	5,258,908
		13,718,250	13,069,463
Non-controlling interest		23,461	23,468
Total equity		13,741,711	13,092,931
Total liabilities and equity		18,601,674	18,046,517

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Consolidated Statements of Total Comprehensive Income
For each of the three years in the period ended December 31, 2025
(All amounts in thousands of Philippine Peso except for earnings per share)

	Notes	2025	2024	2023
Gross revenues	12	11,435,778	10,456,076	9,638,481
Discounts	13	(1,590,162)	(1,354,841)	(1,232,780)
Net revenues		9,845,616	9,101,235	8,405,701
Cost of services	14	(5,942,550)	(5,446,895)	(4,968,380)
Gross profit		3,903,066	3,654,340	3,437,321
Administrative expenses	14	(2,184,959)	(1,931,826)	(1,894,901)
Other income, net	15	191,139	196,602	90,940
Profit from operations		1,909,246	1,919,116	1,633,360
Finance costs	20.2	(43,615)	(30,518)	(11,651)
Profit before income tax		1,865,631	1,888,598	1,621,709
Income tax expense	16	(448,769)	(454,628)	(410,948)
Profit for the year		1,416,862	1,433,970	1,210,761
Other comprehensive (loss) income				
Items that will not be reclassified to profit or loss				
Remeasurements on retirement benefits	10	(72,474)	(14,999)	(74,484)
Deferred tax on remeasurements on retirement benefits	16	18,118	3,750	18,621
Fair value gains on land and building and building improvements	18	-	3,428,636	-
Deferred tax adjustment on land and buildings and building improvements appraisal	16	-	(857,158)	-
Total other comprehensive (loss) income for the year		(54,356)	2,560,229	(55,863)
Total comprehensive income for the year		1,362,506	3,994,199	1,154,898
Profit for the year attributable to:				
Owners of the Parent Company		1,416,869	1,433,977	1,210,768
Non-controlling interest		(7)	(7)	(7)
		1,416,862	1,433,970	1,210,761
Total comprehensive income attributable to:				
Owners of the Parent Company		1,362,513	3,994,206	1,154,905
Non-controlling interest		(7)	(7)	(7)
		1,362,506	3,994,199	1,154,898
Earnings per share on profit for the year attributable to owners of the Parent Company				
Basic and diluted	17	414.17	419.17	353.92

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Medical Doctors, Inc. and Subsidiary

Consolidated Statements of Changes in Equity
For each of the three years in the period ended December 31, 2025
(All amounts in thousands of Philippine Peso)

	Attributable to equity holders of the Parent Company									
						Retained earnings (Note 11)				
	Share capital (Note 11)	Capital in excess of par value	Treasury shares (Note 11)	Revaluation surplus (Note 18)	Remeasurements on retirement benefit (Note 10)	Appropriated	Unappropriated	Total	Non-controlling interest	Total equity
Balances as at December 31, 2024	342,862	1,701,610	(15,036)	5,846,767	(65,648)	3,500,000	1,758,908	13,069,463	23,468	13,092,931
Comprehensive income										
Profit for the year	-	-	-	-	-	-	1,416,869	1,416,869	(7)	1,416,862
Other comprehensive income, net of tax										
Remeasurements on retirement benefits	-	-	-	-	(54,356)	-	-	(54,356)	-	(54,356)
Total comprehensive income for the year	-	-	-	-	(54,356)	-	1,416,869	1,362,513	(7)	1,362,506
Depreciation transfer of revaluation surplus	-	-	-	(9,781)	-	-	13,041	3,260	-	3,260
Transactions with shareholders										
Dividends declared (Note 11)	-	-	-	-	-	-	(716,986)	(716,986)	-	(716,986)
Balances as at December 31, 2025	342,862	1,701,610	(15,036)	5,836,986	(120,004)	3,500,000	2,471,832	13,718,250	23,461	13,741,711

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Medical Doctors, Inc. and Subsidiary

Consolidated Statements of Changes in Equity ***(continued)***
For each of the three years in the period ended December 31, 2025
(All amounts in thousands of Philippine Peso)

	Attributable to equity holders of the Parent Company									
						Retained earnings (Note 11)				
	Share capital (Note 11)	Capital in excess of par value	Treasury shares (Note 11)	Revaluation surplus (Note 18)	Remeasurements on retirement benefit (Note 10)	Appropriated	Unappropriated	Total	Non-controlling interest	Total equity
Balances as at December 31, 2023	342,862	1,701,610	(15,036)	3,285,007	(54,399)	3,500,000	917,342	9,677,386	23,475	9,700,861
Comprehensive income										
Profit for the year	-	-	-	-	-	-	1,433,977	1,433,977	(7)	1,433,970
Other comprehensive income, net of tax										
Fair value gains on land and buildings and building improvements	-	-	-	2,571,478	-	-	-	2,571,478	-	2,571,478
Remeasurements on retirement benefits	-	-	-	-	(11,249)	-	-	(11,249)	-	(11,249)
Total comprehensive income for the year	-	-	-	2,571,478	(11,249)	-	1,433,977	3,994,206	(7)	3,994,199
Depreciation transfer of revaluation surplus	-	-	-	(9,718)	-	-	12,957	3,239	-	3,239
Transactions with shareholders										
Dividends declared (Note 11)	-	-	-	-	-	-	(605,368)	(605,368)	-	(605,368)
Balances as at December 31, 2024	342,862	1,701,610	(15,036)	5,846,767	(65,648)	3,500,000	1,758,908	13,069,463	23,468	13,092,931

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Medical Doctors, Inc. and Subsidiary

Consolidated Statements of Changes in Equity ***(continued)***
For each of the three years in the period ended December 31, 2025
(All amounts in thousands of Philippine Peso)

	Attributable to equity holders of the Parent Company									
						Retained earnings (Note 11)				
	Share capital (Note 11)	**Capital in excess of par value**	**Treasury shares (Note 11)**	**Revaluation surplus (Note 18)**	**Remeasurements on retirement benefit (Note 10)**	**Appropriated**	**Unappropriated**	**Total**	**Non-controlling interest**	**Total equity**
Balances as at December 31, 2022	342,862	1,701,610	(15,036)	3,294,725	1,464	600,000	2,986,865	8,912,490	23,482	8,935,972
Comprehensive income										
Profit for the year	-	-	-	-	-	-	1,210,768	1,210,768	(7)	1,210,761
Other comprehensive income, net of tax										
Remeasurements on retirement benefits	-	-	-	-	(55,863)	-	-	(55,863)	-	(55,863)
Total comprehensive income for the year	-	-	-	-	(55,863)	-	1,210,768	1,154,905	(7)	1,154,898
Depreciation transfer of revaluation surplus	-	-	-	(9,718)	-	-	12,957	3,239	-	3,239
Transactions with shareholders										
Dividends declared (Note 11)	-	-	-	-	-	-	(393,248)	(393,248)	-	(393,248)
Reversal of appropriation	-	-	-	-	-	(2,600,000)	2,600,000	-	-	-
Appropriation for the year	-	-	-	-	-	5,500,000	(5,500,000)	-	-	-
Balances as at December 31, 2023	342,862	1,701,610	(15,036)	3,285,007	(54,399)	3,500,000	917,342	9,677,386	23,475	9,700,861

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Consolidated Statements of Cash Flows
For each of the three years in the period ended December 31, 2025
(All amounts in thousands of Philippine Peso)

	Notes	2025	2024	2023
Cash flows from operating activities				
Profit before income tax		1,865,631	1,888,598	1,621,709
Adjustments for:				
Depreciation and amortization	6	873,039	768,008	681,387
Retirement benefit expense	10	110,441	102,285	90,027
Provision for impairment of receivables	3	86,501	-	82,372
Finance costs	20.2	43,615	30,518	11,651
Provision for claims	9	25,799	35,900	77,317
Provision for inventory losses	4	10,230	5,878	5,583
Loss on disposal of property and equipment	15	4,779	5,573	978
Unrealized foreign exchange gain, net	19	(321)	(2,304)	(826)
Interest income	2	(104,064)	(89,519)	(53,238)
Operating income before working capital changes		2,915,650	2,744,937	2,516,960
(Increase) Decrease in current assets:				
Receivables		(183,018)	(113,692)	121,322
Inventories		(53,624)	(21,419)	(1,104)
Prepayments and other current assets		(149,948)	(116,510)	(95,773)
(Decrease) Increase in current liabilities:				
Trade and other payables		(83,242)	287,018	(140,073)
Other current liabilities		(18,410)	19,344	(4,011)
(Increase) Decrease in other non-current assets		(1,823)	74,222	(1,498)
Increase (Decrease) in provisions		156	(2,713)	206
Cash generated from operations		2,425,741	2,871,187	2,396,029
Interest received		102,967	87,896	47,981
Settlement of provision for claims	9	(27,087)	(182,341)	(17,541)
Contribution to plan assets	10	(60,000)	(60,000)	(36,000)
Income taxes paid		(307,350)	(287,041)	(308,403)
Net cash provided by operating activities		2,134,271	2,429,701	2,082,066
Cash flows from investing activities				
Payments for property and equipment	6	(1,183,709)	(1,082,725)	(577,112)
(Increase) Decrease in advances made to suppliers for medical equipment	5	(12,440)	40,156	(82,802)
Proceeds from disposal of property and equipment		870	2,068	641
Net cash used in investing activities		(1,195,279)	(1,040,501)	(659,273)
Cash flows from financing activities				
Dividends paid	11	(672,800)	(591,549)	(380,943)
Payment of principal portion of lease liabilities	20.2	(98,447)	(97,578)	(121,403)
Payment of interest on lease liabilities	20.2	(43,615)	(30,518)	(11,651)
Net cash used in financing activities		(814,862)	(719,645)	(513,997)
Net increase in cash and cash equivalents		124,130	669,555	908,796
Cash and cash equivalents, January 1		3,351,710	2,679,851	1,770,229
Effect of exchange rate changes on cash and cash equivalents		321	2,304	826
Cash and cash equivalents, December 31	2	3,476,161	3,351,710	2,679,851

(The notes on pages 96 to 143 are an integral part of these consolidated financial statements.)

Medical Doctors, Inc. and Subsidiary

Notes to the Consolidated Financial Statements
As at December 31, 2025 and 2024 and for each of the three years
in the period ended December 31, 2025
(In the notes, all amounts are shown in thousands of Philippine Peso unless otherwise stated)

1 General information

Medical Doctors, Inc. (the "Parent Company") was incorporated in the Philippines and registered with the Securities and Exchange Commission (SEC) on April 23, 1963. Its primary purpose is to establish, operate, manage and own a hospital or hospitals, medical and chemical clinics and/or laboratories and such other enterprises that may have similar undertakings. The Parent Company operates under the trade name of Makati Medical Center (the "Hospital").

On December 31, 1970, the Parent Company attained its status of being a "public company". The Parent Company is considered a public company under Rule 3.1 of the Implementing Rules and Regulations of the Securities Regulation Code, which, among others, defines a public corporation as any corporation with assets of at least P50 million and having 200 or more shareholders, each of whom holds at least 100 shares of its equity securities. As at December 31, 2025, the Parent Company has 1,133 shareholders (2024 - 1,124) each holding at least 100 shares of the Parent Company's common shares.

The Parent Company's major shareholders consist of local companies and individual medical practitioners, with percentages of ownership as at December 31, 2025 and 2024 as follows:

	As at December 31	
	2025	2024
Metro Pacific Health Corporation	33.65%	33.38%
Associated Holdings, Inc.	4.76%	4.76%
Dr. Remedios Suntay†	3.48%	3.48%
San Miguel Corporation	2.44%	2.44%
Dr. Benjamin N. Alimurung	1.27%	1.38%
	45.60%	45.44%

As at December 31, 2025, the remaining 54.40% (2024 - 54.56%) of the Parent Company's issued and outstanding shares are held by private individuals, local companies and practicing doctors of the Hospital. Of the total 3,420,737 outstanding shares in 2025, 95,019 shares or 2.78% are owned by the Parent Company's directors, officers and employees (2024 - 3,420,737 outstanding shares, 218,572 shares or 6.39%).

At December 31, 2025 and 2024, the Parent Company owns 60% of the shares of stocks of Computerized Imaging Institute, Inc. (CIII). CIII was incorporated and registered with the Philippine SEC on February 12, 1978 primarily to establish, operate, manage, own and maintain a tomography center and provide professional medical and surgical services and other similar undertakings.

On October 5, 2018, CIII's Board of Directors (BOD) decided to cease CIII's operations given the deteriorating financial situation. In 2019, CIII sold its property and equipment, settled most of its payables and liquified all assets including the collection of the receivables. However, CIII's operations will remain dormant until the BOD develops a more viable business model that best complements the operations of its Parent Company.

The Parent Company and CIII, its subsidiary, are collectively referred to as the "Group".

The Parent Company has its registered office address, which is also its principal place of business, at 2 Amorsolo corner dela Rosa Street, Legaspi Village, Makati City. CIII's registered business address is at 5th Floor, Keyland Centre, 143 Dela Rosa corner Adelantado Street, Legaspi Village, Makati City.

The Group has a total of 3,544 regular employees as at December 31, 2025 (2024 - 3,614).

2 Cash and cash equivalents

Cash and cash equivalents as at December 31 consist of:

	2025	2024
Cash on hand	1,104	863
Cash in banks	921,042	1,256,804
Short-term cash placements	2,554,015	2,094,043
	3,476,161	3,351,710

Short-term cash placements as at December 31, 2025 and 2024 pertain to time deposits with local banks with maturity of less than three (3) months and earn annual interest at rates ranging from 3.50% to 5.63% in 2025 (2024 - 3.25% to 6.30%).

Interest income for cash deposits in banks, short-term cash placements and restricted cash (Note 5) for the year ended December 31, 2025 amounted to P104,064 (2024 - P89,519; 2023 - P53,238) (Note 15).

3 Receivables, net

Receivables, net as at December 31 consist of:

	Note	2025	2024
Patient receivables		1,064,325	966,014
Allowance for impairment of patient receivables		(289,776)	(334,704)
Net patient receivables		774,549	631,310
Receivables from employees and officers		29,443	33,608
Receivables from pharmaceutical and medical companies		24,144	19,884
Interest receivable		7,975	6,878
Receivable from a regulatory agency		6,799	9,613
Rent receivable	20.2	5,036	45,736
Other receivables		7,138	2,851
		80,535	118,570
Allowance for impairment of other receivables		-	(964)
Net other receivables		80,535	117,606
		855,084	748,916

Patient receivables arise from healthcare, accommodation and other ancillary services which are generally on a 15 to 30-day credit term. As at December 31, 2025, the carrying amount of patient receivables is net of professional fees billed on behalf of doctors as required by BIR Revenue Regulation No. 14-2013 amounting to P163,252 (2024 - P387,799). Such amounts, net of payment to doctors, are treated as liability upon collection and presented under other accruals within trade and other payables (Note 7).

Receivables from employees and officers pertain to non-interest-bearing cash advances which are settled through liquidation.

Receivables from pharmaceutical and medical companies are generally on a 30-day credit term.

Interest receivable pertains to accrued interest earned but not yet received from short-term placements with local banks (Note 2).

Receivable from regulatory agency pertains to receivable from SSS for benefits awarded to employees. These are generally settled within 30 days.

Other receivables include review fees, facility rentals, and storage charges billed to pharmaceutical companies, as well as doctors' retainers and affiliation and training fees from physicians and residents.

The Group's receivables are all denominated in Philippine Peso.

There is no concentration of credit risk with respect to patient receivables as the Group has a large number of both individual and corporate customers.

The movements in allowance for impairment of patient and other receivables for the years ended December 31 are as follows:

	Note	2025	2024
Allowance for impairment of:			
Patient receivables		334,704	463,958
Other receivables		964	964
Beginning of the year		335,668	464,922
Provision during the year	14	86,501	-
Write-off		(132,393)	(129,254)
End of the year		289,776	335,668

The Parent Company has written-off fully provided patient receivables after the Parent Company has exhausted all possible means of account recovery and has determined that the patients involved no longer have capacity to pay and most of the patients have already absconded.

Critical accounting estimate: Expected credit losses (ECL) on receivables

ECLs are unbiased probability-weighted estimates of credit losses which are determined by evaluating a range of possible outcomes and taking into account past events, current conditions and assessment of future economic conditions.

The Group has used relevant historical information and loss experience to determine the probability of default of the instruments and incorporated forward-looking information, including significant changes in external market indicators which involved significant estimates and judgments.

In determining the ECL of patient receivables, the Parent Company has used five (5) years of historical losses data to determine the loss rate and applied an adjustment against the historical loss rate based on the gross domestic product, consumer price index, unemployment rate, and inflation to reflect the current and forward-looking information (Note 22.2.2).

The Parent Company also evaluates specific patients and/or debtors who are unable to meet their financial obligations. In these cases, management uses judgment based on the best available facts and circumstances, including but not limited to, the length of relationship with the patients and the patients' payment history.

4 Inventories, net

Inventories, net as at December 31 consist of:

	2025	2024
Pharmaceutical products	191,377	162,744
Laboratory and other hospital supplies	144,704	126,348
Office and housekeeping supplies	14,275	15,029
	350,356	304,121
Allowance for inventory losses	(5,773)	(2,934)
	344,583	301,187

Inventories are stated at cost less allowance for inventory losses, which is lower than the net realizable value. The cost of inventories recognized as expense and included in the cost of services for the year ended December 31, 2025 amounted to P2,511,328 (2024 - P2,192,268; 2023 - P1,988,571) (Note 14).

	2025	2024
Beginning of the year	2,934	9,223
Provision during the year	10,230	5,878
Write-off	(7,391)	(12,167)
End of the year	5,773	2,934

For the year ended December 31, 2025, provision for inventory losses amounting to P10,230 (2024 - P5,878; 2023 - P5,583) has been recognized for expired and near expiry medicines and medical supplies and is presented as part of drugs, medicines and supplies expenses (Note 14).

Write-off pertains to expired inventories which are disposed by the Parent Company.

5 Prepayments and other current assets; Other non-current assets

Prepayments and other current assets as at December 31 consist of:

	2025	2024
Prepaid expenses	66,422	38,465
Advances to suppliers	2,373	7,158
	68,795	45,623

Prepaid expenses include payments for advance rental, employee uniforms and subscription, insurance, software license maintenance fees and building dues.

Other non-current assets as at December 31 consist of:

	2025	2024
Advances to suppliers	89,321	76,881
Refundable deposits	49,762	43,334
Restricted cash	14,937	19,542
	154,020	139,757

Advances to suppliers mainly consist of downpayments made for medical equipment purchased by the Parent Company. Changes in outstanding advances made in 2025 amounted to P12,440 (2024 - P40,156).

Refundable deposits as at December 31, 2025 and 2024 mainly include security deposits on lease agreements (Note 20.2) amounting to P41,977 (2024 - P36,699) and various deposits to utility companies which are refundable at the end of the contract term.

Restricted cash is earmarked for a specific use and is therefore not available for general use by the Group.

6 Property and equipment, net

Property and equipment, net as at December 31 consist of:

	At revalued amounts		At cost					
	Land	Buildings and building improvements	Medical equipment, tools and instruments	Hospital furnishings, fixtures and office equipment	Leasehold improvements	Office and parking spaces (Note 20.2)	Construction-in-progress	Total
As at January 1, 2025								
Cost or revalued amount	7,490,560	5,466,712	4,821,532	2,238,636	322,850	1,121,757	93,164	21,555,211
Accumulated impairment	-	-	(13,397)	-	-	-	-	(13,397)
Accumulated depreciation and amortization	-	(2,420,083)	(3,220,002)	(1,717,624)	(197,961)	(526,820)	-	(8,082,490)
Net carrying value	7,490,560	3,046,629	1,588,133	521,012	124,889	594,937	93,164	13,459,324
For the year ended December 31, 2025								
Opening net carrying value	7,490,560	3,046,629	1,588,133	521,012	124,889	594,937	93,164	13,459,324
Additions	-	28,250	642,891	242,872	6	-	208,376	1,122,395
Transfer and reclassification	-	121,945	-	5,776	861	-	(128,582)	-
Depreciation and amortization, at cost	-	(177,095)	(381,687)	(164,331)	(19,086)	(117,799)	-	(859,998)
Depreciation, at appraisal (Note 18)	-	(13,041)	-	-	-	-	-	(13,041)
Disposals:								
Cost	-	(820)	(139,610)	(23,016)	-	-	-	(163,446)
Accumulated depreciation	-	345	135,317	22,135	-	-	-	157,797
Closing net carrying value	7,490,560	3,006,213	1,845,044	604,448	106,670	477,138	172,958	13,703,031
As at December 31, 2025								
Cost or revalued amount	7,490,560	5,616,087	5,324,813	2,464,268	323,717	1,121,757	172,958	22,514,160
Accumulated impairment	-	-	(13,397)	-	-	-	-	(13,397)
Accumulated depreciation and amortization	-	(2,609,874)	(3,466,372)	(1,859,820)	(217,047)	(644,619)	-	(8,797,732)
Net carrying value	7,490,560	3,006,213	1,845,044	604,448	106,670	477,138	172,958	13,703,031

6 Property and equipment, net (continued)

Property and equipment, net as at December 31 consist of:

	At revalued amounts		At cost					
	Land	Buildings and building improvements	Medical equipment, tools and instruments	Hospital furnishings, fixtures and office equipment	Leasehold improvements	Office and parking spaces (Note 20.2)	Construction-in-progress	Total
As at January 1, 2024								
Cost or revalued amount	4,063,136	5,185,170	4,434,967	2,038,892	321,687	498,263	26,970	16,569,085
Accumulated impairment	-	-	(13,397)	-	-	-	-	(13,397)
Accumulated depreciation and amortization	-	(2,234,502)	(3,238,727)	(1,596,929)	(164,427)	(420,513)	-	(7,655,098)
Net carrying value	4,063,136	2,950,668	1,182,843	441,963	157,260	77,750	26,970	8,900,590
For the year ended December 31, 2024								
Opening net carrying value	4,063,136	2,950,668	1,182,843	441,963	157,260	77,750	26,970	8,900,590
Additions	-	142,946	712,783	215,832	-	623,494	210,692	1,905,747
Appraisal	3,427,424	1,212	-	-	-	-	-	3,428,636
Transfer and reclassification	-	137,384	-	5,951	1,163	-	(144,498)	-
Depreciation and amortization, at cost	-	(172,624)	(302,006)	(140,580)	(33,534)	(106,307)	-	(755,051)
Depreciation, at appraisal (Note 18)	-	(12,957)	-	-	-	-	-	(12,957)
Disposals:								
Cost	-	-	(326,218)	(22,039)	-	-	-	(348,257)
Accumulated depreciation	-	-	320,731	19,885	-	-	-	340,616
Closing net carrying value	7,490,560	3,046,629	1,588,133	521,012	124,889	594,937	93,164	13,459,324
As at December 31, 2024								
Cost or revalued amount	7,490,560	5,466,712	4,821,532	2,238,636	322,850	1,121,757	93,164	21,555,211
Accumulated impairment	-	-	(13,397)	-	-	-	-	(13,397)
Accumulated depreciation and amortization	-	(2,420,083)	(3,220,002)	(1,717,624)	(197,961)	(526,820)	-	(8,082,490)
Net carrying value	7,490,560	3,046,629	1,588,133	521,012	124,889	594,937	93,164	13,459,324

Depreciation and amortization expense for each of the three years in the period ended December 31 charged to profit or loss is as follows (Note 14):

	2025	2024	2023
Cost of services	558,783	474,630	407,299
Administrative expenses	314,256	293,378	274,088
	873,039	768,008	681,387

Details of the Group's unpaid acquisitions of property and equipment for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	946,906	123,884
Acquisitions	1,122,395	1,282,253
Payments	(1,183,709)	(1,082,725)
End of the year	885,592	323,412

Unpaid acquisitions of property and equipment are disclosed as part of trade payables (Note 7).

6.1 Right-of-use assets

Additions to office and parking spaces pertaining to new leases entered into by the Parent Company for the year ended December 31, 2025 and 2024 are treated as right-of-use assets in accordance with PFRS 16 (Note 20.2).

6.2 Construction-in-progress

Construction-in-progress consists of costs incurred for the renovation of the Hospital's main building and various improvements for its leased office spaces.

Critical accounting estimate: Estimated useful lives of property and equipment

The useful life of each item of the Parent Company's property and equipment is estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of practices of similar business, internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the asset. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any property and equipment would increase the recorded expenses and decrease non-current assets.

Critical judgment: Recoverability of property and equipment

The carrying value of property and equipment is reviewed and assessed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Changes in those assessment and judgment could have a significant effect on the carrying value of property and equipment and the amount and timing of recorded provision for any period. Management believes, based on facts and circumstances at December 31, 2025 and 2024, that there are no indicators that the remaining carrying amount of property and equipment may not be recoverable.

6.3 Appraisal of land and buildings and building improvements

The fair value of the land as at December 31, 2025 was based on the latest appraisal report dated on February 13, 2025 determined by Colliers International Philippines, Inc. using the market approach. The fair value of the building and building improvements as at December 31, 2025 were based on the latest appraisal report dated on February 20, 2025 determined by Cuervo Appraisers, Inc. using the cost approach. These appraisals were conducted in 2024.

The Parent Company's land in Makati City where the Hospital is located has original cost of P600. Total land area is approximately 12,320 square meters. The land is carried at fair value as appraised on various dates as follows:

Date of appraisal	Appraised value per square meter (in million Pesos)
May 1, 1990	739
October 11, 2001	3,080
December 5, 2003	2,464
January 2, 2007	2,464
October 31, 2008	2,464
November 17, 2011	2,661
November 15, 2016	2,957
October 17, 2019	4,063
February 13, 2025	7,491

Based on the latest appraisal report, the appraised value for the Parent Company's buildings and building improvements amounted to P2,719,854. The appraisal is recognized as addition to revaluation surplus in the statements of total comprehensive income and in the statements of changes in equity for the year ended December 31, 2024. No new appraisal was conducted in 2025 as management assessed that the last appraisals continue to reflect current fair values and there are no significant indications of material changes. If the buildings and building improvements (both carried at revalued amounts) were stated at historical cost, the net carrying values as at December 31, 2025 would amount to P2,165,920 (2024 - P2,236,143).

The revaluation surplus from the foregoing assets, shown net of DIT liability, included in equity at December 31 is as follows (Note 18):

	2025	2024
Land	5,617,470	5,617,470
Buildings and building improvements	219,516	229,297
	5,836,986	5,846,767

Valuation techniques

Taking into account the most recent independent valuations, the Parent Company updates its assessment of the fair value of the land and buildings and building improvements. The Parent Company determines that the land and buildings and building improvements were valued within a range of reasonable fair value estimates where all resulting fair value estimates are categorized as fair value measurements using significant observable inputs (Level 2) and significant unobservable inputs (Level 3), respectively. Fair values of land have been derived using the market approach. In market approach, the value of the land is based on recorded sales and listings (or asking prices) of comparable property registered within the vicinity. The most significant input into this valuation approach is price per square meter. Adjustments are then made to reflect factors affecting the value such as property location, desirability, neighborhood, utility, size and the time element involved.

Fair values of buildings and building improvements have been derived using cost approach. Under this approach, an estimate is made of the current cost of reproduction of the buildings in accordance with the prevailing market prices of materials, labor, contractor's overhead, profit and fees. Adjustments are then made to reflect depreciation resulting from physical deterioration and functional or economic obsolescence.

Buildings and building improvements at revalued amounts as at December 31 are as follows:

	2025	2024
Beginning of the year	3,046,629	2,950,668
Additions, appraisal, transfer and reclassification	150,195	281,542
Depreciation	(190,136)	(185,581)
Disposal	(475)	-
End of the year	3,006,213	3,046,629

Valuation process of the Group

The external valuations of the land and buildings and building improvements have been performed using observable and unobservable inputs, respectively. The external valuers, in discussion with the Finance team, has adopted the Market Approach - Comparable Transactions Method and Cost Approach - Modified Quantity Survey Method to estimate the value of the land and the cost of reproduction of the buildings, respectively.

The Market Approach - Comparable Transactions Method in estimating the market value of the land requires an analysis of the physical features of the land, the locational attributes, the availability of public services, and the quality of adjacent improvements that affect the market value of the land. Once a comparable property is identified that is similar with respect to physical, locational, and neighborhood features, an adjustment is made to compensate for any differences. Other aspects of comparability are also examined such as market conditions at the time of sale for the comparable properties, the financing used in the purchase and the property rights transferred.

The Modified Quantity Survey Method requires an analysis of the buildings by breaking them down into major components such as foundation, columns, beams, floorings, walls, roofing, etc. using workable units such as lineal meter, square meter, cubic meter or other appropriate basic unit.

Bills of quantities for each building component using the appropriate unit are prepared and related to the unit cost for each component developed on the basis of current costs of material, labor, plant and equipment prevailing in the locality to arrive at the direct costs of the buildings, whereupon indirect costs such as contractor’s profit, overhead, taxes and fees and other related expenses are then added.

Valuations are performed with sufficient regularity at least once every three (3) to five (5) years enough to ensure that the fair value of the revalued asset does not differ significantly from its carrying value.

Information about fair value measurements as at December 31, 2025 and 2024 using significant observable inputs (Level 2) - Land

Valuation technique	Observable inputs	Cost per observable inputs	Relationship of observable inputs to fair value	Amount
Comparable transaction method	Price per square meter	P950-1,500/ square meter	The higher the cost per square meter, the higher the fair value.	7,490,560
	Area of land (size)	-15% to -20%	The greater the area, the less incremental area cost to develop, the lower the fair value.	
	Zoning / land use	-30%	The lower the rate, the lower the fair value.	
	Condition of sale	0 to -20%	The less ready for sale, the lower its fair value.	

Information about fair value measurements as at December 31 using significant unobservable inputs (Level 3) - Building and building improvements

Valuation technique	Unobservable inputs	Cost per unobservable inputs	Relationship of unobservable inputs to fair value	2025	2024
Cost approach	Cost per square meter	P30.9/square meter (2024 - P31.8/ square meter)	The higher the cost per unit, the higher the fair value.	2,639,460	2,719,854

The sensitivity of the land and buildings and building improvements carried at fair value to changes in the significant observable and unobservable inputs as at December 31 is as follows:

	Impact on		
	Change in cost per square meter	Property and equipment	Profit before tax
2025			
Land	+/- 5%	+/- 374,528	-
Buildings and building improvements	+/- 5%	+/- 150,311	+/- 9,507
2024			
Land	+/- 5%	+/- 374,528	-
Buildings and building improvements	+/- 5%	+/- 152,331	+/- 9,279

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Critical accounting estimate: Fair value estimation of land and buildings and building improvements

In determining the fair value of land and buildings, the Group, through the professional services of the independent appraisers, utilized a combination of market and cost approach. In market approach, the value of the land is based on recorded sales and listings (or asking prices) of comparable property registered within the vicinity. The technique of this approach requires the establishing of comparable property by reducing reasonable comparative sales and listings to a common denominator. Meanwhile, the value of the buildings and building improvements was arrived at using the cost approach. Under this approach, an estimate is made of the current cost of reproduction of the buildings in accordance with the prevailing market prices of materials, labor, contractor's overhead, profit and fees. Adjustments are then made to reflect depreciation resulting from physical deterioration and functional or economic obsolescence.

Critical accounting judgment: Frequency of valuations

Valuations are performed by an independent valuer having an appropriate recognized professional qualification. Valuations are completed in accordance with the Group’s accounting policy, which is prepared in accordance with PFRS Accounting Standards. While the PFRS Accounting Standards do not specifically mandate the frequency of valuation to be performed, management assesses the need to obtain an independent valuation report based on movements in the fair value of land and building and building improvements. Where the fair value at the balance sheet date differs materially from its carrying amount, obtaining an independent valuation is necessary. If there is no indication that the movements in the fair value of land and building and building improvements are materially different from its carrying amount, management obtains an independent valuation once every three (3) to five (5) years.

As there were indicators that the inputs or assumptions used in the prior valuation may be materially different, management obtained an independent appraisal to determine the fair values as at December 31, 2024. This resulted to in additional appraisal surplus in 2024 as disclosed in Note 18. No appraisal was obtained in 2025 as management determined that the 2024 appraised values were not materially different from the fair value as at December 31, 2025.

7 Trade and other payables

Trade and other payables as at December 31 consist of:

	Note	2025	2024
Trade payables		859,682	953,726
Funds collected on behalf of medical and other organizations		166,821	205,023
Refundable deposits from corporate accounts		104,926	132,476
Payable to regulatory agencies		65,839	51,073
Accruals for:			
Contracted services		171,184	140,885
Repairs and maintenance		60,007	35,405
Professional services		36,347	62,985
Utilities		23,712	20,368
Dietary services		19,073	16,482
Employee benefits		1,076	933
Rent	20.2	2,199	1,825
Others		50,602	76,287
		1,561,468	1,697,468

Trade payables pertain to amounts due to suppliers from purchase of goods and services. These are settled within 30 to 60 days.

Funds collected on behalf of medical and other organizations pertain to research grants and subsidies received from medical and other organizations.

Payable to regulatory agencies pertains to withholding taxes, statutory contributions and collections from customers and employees in behalf of government agencies. These are normally settled within the following month. This also includes taxes payable that pertains to expanded withholding taxes on purchases of goods and services and withholding taxes on compensation. For withholding taxes, these are normally remitted the following month.

Accrued contracted services as at December 31, 2025 include purchasing services from related party amounting to P5,500 (2024 - P4,400) (Note 8.E) and various accruals for facilities and clinical technologies management and services, security and janitorial services.

Accrued repairs and maintenance represent obligations to suppliers for services rendered in connection with the repairs and maintenance of the Parent Company's property and equipment.

Accrued professional services mainly pertain to amounts payable to doctors relating to diagnostic reader fees and medical packages.

8 Related party transactions and balances

The table below summarizes the Group's transactions and balances with its related parties:

	Terms and conditions	Transactions for the years ended December 31			Outstanding balances as at December 31	
		2025	2024	2023	2025	2024
(A) Rental income						
Key officers	The Parent Company charges its key officers for the usage of clinic including electricity and water consumption. The rental income earned from key officers is presented as part of gross revenues (Note 12). Amounts are settled in cash on a net basis. These are unguaranteed, unsecured, non-interest bearing and are collectible on or before the 15th of the following month. The receivables from key officers are presented as part of receivables from employees and officers (Note 3).	1,222	1,222	1,383	8	87
(B) Collection on behalf of related parties						
Key officers	The Parent Company pays in cash its key officers for professional fees collected from patients. Outstanding balances are unguaranteed, unsecured, non-interest bearing, payable on demand and presented as part of other accruals (Note 7).	33,062	31,180	47,874	1,357	5,003
(C) Professional services						
Key officers	The Parent Company pays in cash its key officers for readers fees and professional fees included on medical packages. The amount is recognized as part of professional services presented in cost of services (Note 14). Outstanding balances are unguaranteed, unsecured and non-interest bearing, payable on demand and presented as part of accruals for professional services (Note 7).	11,407	10,653	9,627	230	966
(D) Dividend payments						
Entity with significant influence	The Parent Company paid dividends to its shareholders, net of the applicable withholding tax. Amounts are settled in cash. Refer to Note 11 for details of dividend declarations and payments.	241,273	202,068	131,264	-	-
Key officers		18,601	38,679	25,542	-	-
		259,874	240,747	156,806	-	-

	Terms and conditions	Transactions for the years ended December 31			Outstanding balances as at December 31	
		2025	2024	2023	2025	2024
(E) Shared expenses						
Shareholder with significant influence	The Parent Company is charged for its share in expenses on purchasing services rendered by its related party presented as part of contracted services under administrative expenses (Note 14). These are payable in cash within fifteen (15) days after receipt of billing. Outstanding balances are unguaranteed, unsecured, non-interest bearing, payable on demand and are presented as part of accruals for contracted services (Note 7).	1,100	1,100	1,100	5,500	4,400
(F) Contributions to plan assets						
Post-employment benefit plan	The Parent Company maintains a non-contributory retirement benefit plan covering all of its regular employees (Note 10).	60,000	60,000	36,000	-	-
(G) Compensation of key management						
Salaries and other short-term benefits	Key management compensation covering salaries and other short-term benefits are determined based on contract of employment and payable in accordance with the Parent Company's payroll period.	35,190	31,850	53,331	-	-
Professional fees	Professional fees are paid in cash to doctor consultants holding key management positions in the Hospital.	27,996	22,649	21,821	-	-
Retirement benefits	Retirement benefits are determined and payable in accordance with policies disclosed in Note 23.15. These were fully paid as at reporting period, except for retirement liability which will be settled upon retirement of key officers in accordance with the policies of the retirement benefit plan. The Group has not granted any share-based compensation and termination benefits to its key management personnel for each of the three years.	4,645	3,803	3,653	28,010	31,509
		67,831	58,302	78,805	28,010	31,509

	Terms and conditions	Transactions for the years ended December 31			Outstanding balances as at December 31	
		2025	2024	2023	2025	2024
(H) Revenues						
Key Officers	The Parent Company recognized revenue for hospital services provided to certain key officers and for hospital services provided to entities under common control for patient referrals from its partnerships with other hospitals. Amounts are settled in cash on a net basis. These are unguaranteed, unsecured, non-interest bearing and are collectible on or before the 30th day of the following month. These are presented as part of patient receivables (Note 3).	519	238	395	87	92
Entities under common control		1,448	1,471	1,867	139	95
		1,967	1,709	2,262	226	187
(I) Contracted services						
Entity with common control	The Parent Company outsourced certain clinical laboratory services to its related party presented as part of contracted services under administrative expenses (Note 14). Amounts are settled in cash on a net basis. These are unguaranteed, unsecured, non-interest bearing and are payable on demand. These were fully paid as at reporting period.	396,188	363,979	350,666	61,004	58,717

No allowance for impairment was recognized against receivables from related parties for the years ended December 31, 2025 and 2024.

The following related party balances as at December 31 were eliminated for the purpose of preparing the consolidated financial statements:

	2025	2024
Investment in subsidiary / share capital	835	835
Receivables, net	17	8,580
Trade and other payables	(17)	(2)

9 Provisions

Provisions as at December 31 consist of:

	2025	2024
Current		
Provision for claims	19,008	25,090
Non-current		
Provision for medical benefits	102,888	102,732
Provision for claims	40,694	35,900
	143,582	138,632
	162,590	163,722

The movements in provision for claims for the years ended December 31 are as follows:

	Notes	2025	2024
Beginning of the year		60,990	207,431
Provision for the year	14,15	25,799	35,900
Settlement during the year		(27,087)	(182,341)
End of the year		59,702	60,990

Provision for claims

Provision for claims represents the Parent Company's best estimate of the probable cost that may arise from various pending unresolved claims in relation to Parent Company's normal course of business.

Critical accounting estimate, assumptions and judgment: Provision for claims

The Parent Company recognizes a provision for claims when it is probable that an outflow of resources embodying economic resources will result from the settlement of a present obligation, certain cases or general claims and the amount at which the settlement will take place can be measured reliably.

Provision for claims assumptions involve judgments that are inherently subjective and can involve matters that are in litigation, appeal and ongoing negotiation with authorities and third party which by its nature is unpredictable. These provisions are based on management's estimates as a result of historical information of actual expenses/payments including expectation of future events and possible exposures that are believed to be reasonable under the circumstances.

Management believes that its assessment of the probability of provision for claims is reasonable, but because of the subjectivity involved and the unpredictable nature of the subject matter at issue, management's assessment may prove ultimately to be incorrect, which could materially impact the consolidated financial statements in current or future periods.

Provision for medical benefits

Provision for medical benefits recognized as at December 31, 2025 and 2024 pertains to reserve liability arising from medical benefits covering certain affiliated doctors and qualified dependents. The provision is determined by an independent actuary based on the costs of medicines and supplies needed to fulfill the obligation. The provision as at December 31, 2025 and 2024 is based on the actuarial report dated on December 31, 2024. No new report was obtained in 2025 as management has determined that there are no significant changes in benefits and pattern of medical costs which may warrant remeasurement of liabilities.

The principal actuarial assumptions used as at December 31, 2025 and 2024 are as follows:

	2024
Discount rate	5% compounded annually
Future increase on projected medical benefits	4%-6% annually
Average life in years	53.4 years
Withdrawal rates	0%-7.5%
Utilization rates	5%-45%

The movements in provision for medical benefits for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	102,732	105,444
Provision	93,404	73,552
Actualization	(93,248)	(76,264)
End of the year	102,888	102,732

Provision recognized amounting to P93,404 for the year ended December 31, 2025 (2024 - P73,552) is presented is presented as part of drugs, medicines and supplies account (Note 14).

Critical accounting estimate and assumptions: Provision for medical benefits

Provision for medical benefits is recognized based on management's best estimates of the likelihood that medical benefits will be realized considering the historical analysis of actualization. Management's assessment is developed in consultation with independent actuary and is based on an analysis of possible outcomes under various circumstances.

The Parent Company determines the appropriate discount rate at the end of each year. This is the discount rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the said provisions. The discount rate was determined by reference to prevailing market rate on long-term and start up investments in Philippine financing and banking industry. The discount rate is a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the provisions.

An actuarial update is to be made every two (2) years to ensure reasonableness of assumptions used based on the actual level and frequency of claims for medical benefits unless there are changes in benefits and actual pattern of medical costs that may warrant an immediate remeasurement of liabilities.

In any of the above cases, management uses estimates and judgments. While it is believed that the Parent Company's estimates are reasonable, actual results could differ from those estimates and judgments.

The recorded obligation at the end of each reporting period and the amount and timing of recorded expense for any period could be materially affected by actual experience and changes in those judgments.

In 2024, the Parent Company recognized additional provision amounting to P73,552 for the medical benefits of its qualified affiliated doctors and their dependents based on the latest actuarial report obtained on January 17, 2025 determined by E. M. Zalamea Actuarial Services, Inc. In 2025, the Parent Company recognized additional provision amounting to P93,404 for the medical benefits of its qualified affiliated doctors and their dependents based on the similar assumptions used in the latest actuarial computation. The carrying amount of provision for medical benefits at December 31, 2025 amounted to P102,888 (2024 - P102,732).

10 Retirement plan

The Parent Company maintains a non-contributory retirement benefit plan covering all of its regular employees. The normal retirement age is 60. The Parent Company's fund is administered by a trustee bank, governed by local regulations and practices and approved by the management of the Parent Company. The retirement plan is intended to provide benefit payments to employees ranging from 24 to 48 days basic pay depending on the number of service credit years which ranges from 10 to 40. Actuarial valuation is updated by an independent actuary every year.

The amounts recognized in the consolidated statements of financial position as at December 31 are determined as follows:

	2025	2024
Present value of defined benefit obligation	1,102,885	971,740
Fair value of plan assets	(307,086)	(298,856)
	795,799	672,884

The movements in the present value of defined benefit obligation for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	971,740	896,883
Current service cost	69,560	64,282
Interest cost	59,276	54,710
Benefits paid from plan assets	(54,583)	(74,787)
Remeasurement loss	56,892	30,652
End of the year	1,102,885	971,740

The movements in the fair value of plan assets for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	298,856	281,283
Interest income	18,395	16,707
Contributions	60,000	60,000
Benefits paid	(54,583)	(74,787)
Remeasurement (loss) gain	(15,582)	15,653
End of the year	307,086	298,856

Plan assets as at December 31 consist of:

	2025		2024	
	Amount	Percentage	Amount	Percentage
Debt	235,610	77%	213,234	71%
Equity	72,245	23%	63,925	22%
Others	(769)	0%	21,697	7%
	307,086	100%	298,856	100%

Investments are well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets. The largest proportion of assets is invested in government securities, although the fund also invests in shares of stocks and special deposit account. The majority of listed stocks are in a diversified portfolio of blue-chip entities.

The amount and timing of contributions to the fund are made at the Parent Company's discretion. The Parent Company contributed P60,000 to the fund for each of the years ended December 31, 2025 and 2024. Expected contributions to retirement benefit plan for the year ending December 31, 2026 is of the same amount.

The movements in the retirement benefit obligation recognized in the consolidated statements of financial position for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	672,884	615,600
Retirement benefit expense recognized in profit or loss	110,441	102,285
Remeasurements on retirement benefits recognized in other comprehensive income	72,474	14,999
Contributions during the year	(60,000)	(60,000)
End of the year	795,799	672,884

The movements in the remeasurements on retirement benefits recognized in the consolidated statements of financial position for the years ended December 31 are as follows:

	Note	2025	2024
Beginning of the year		(65,648)	(54,399)
Remeasurements on retirement benefits recognized in other comprehensive income		(72,474)	(14,999)
Deferred tax adjustment	16	18,118	3,750
End of the year		(120,004)	(65,648)

The components of the amount recognized in the consolidated statements of total comprehensive income for the years ended December 31 are as follows:

	2025	2024	2023
Current service cost	69,560	64,282	54,655
Net interest cost	40,881	38,003	35,372
Retirement benefit expense charged to profit or loss	110,441	102,285	90,027
Remeasurement loss (gain) on defined benefit obligation			
Due to change in financial assumption	20,427	34,819	68,776
Due to demographic assumption	19,273	(3,599)	(2,298)
Due to experience adjustment	17,192	(568)	1,784
	56,892	30,652	68,262
Remeasurement loss (gain) on plan assets	15,582	(15,653)	6,222
Remeasurements on retirement benefits recognized in other comprehensive income	72,474	14,999	74,484

Retirement benefit expense is recognized in profit or loss under the following line items for the years ended December 31 (Note 14):

	2025	2024	2023
Cost of services	78,634	67,150	58,099
Administrative expenses	31,807	35,135	31,928
	110,441	102,285	90,027

The principal actuarial assumptions as at December 31 are as follows:

	2025	2024
Discount rate	6.36%	6.10%
Salary increase rate	7.00%	6.50%

The discount rate assumption is based on the theoretical spot yield curve calculated from the Bankers Association of the Philippines (BAP) PHP Bloomberg BVAL Reference Rates (BVAL) benchmark reference curve for the government securities market by stripping the coupons from government bonds to create virtual zero coupon bonds and considering the average years of remaining working life of the employees as the estimated term of the benefit obligation.

Assumptions regarding salary increase rates take into account the inflation, seniority, promotion, merit, productivity and other market factors. The salary increase rate affects all future years and not just the succeeding year. As such, the rate should be sustainable over the long-term.

Assumptions regarding future mortality rate are set based on advice from published statistics and experience in each territory.

Critical accounting estimate and assumption: Principal assumptions and estimation of Retirement benefit obligation

The determination of the obligation and cost for retirement benefits is dependent on the selection of certain assumptions used by actuaries in calculating such amounts. Those assumptions include, among others, discount rate and rate of salary increase. Any changes in these assumptions will impact the carrying amount of the retirement benefit obligation.

The Parent Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligation. In determining the appropriate discount rate, the Parent Company considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related retirement benefit obligation.

The salary increase rate is used to project current salaries into the future to determine the amount of the salary related benefit payable at a future date considering the effects of productivity improvement, inflation and promotional increases. A higher salary increase rate will lead to a higher expected amount of benefits to be paid, and consequently, a higher retirement benefit obligation and retirement benefit expense.

Other key assumptions for retirement benefit obligation are based in part on current market conditions.

The sensitivity of the defined benefit obligation to changes in the weighted principal assumption as at December 31 is as follows:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
2025			
Discount rate	+/-1.00%	(93,791)	93,791
Salary increase rate	+/-1.00%	81,690	(92,262)
2024			
Discount rate	+/-1.00%	(67,387)	76,977
Salary increase rate	+/-1.00%	75,905	(67,746)

The sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the retirement benefit obligation recognized within the consolidated statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Through its defined benefit retirement plan, the Parent Company is exposed to a number of risks, the most significant of which are detailed below:

- *Asset volatility* - The plan liabilities are calculated using a discount rate based on the theoretical spot yield curve calculated from the Bankers Association of the Philippines Bloomberg BVAL reference rates benchmark reference curve for government securities market by stripping the coupons from government bonds to create virtual zero coupon bonds; if plan assets underperform this yield, this will create a deficit.

  As the plans mature, the Parent Company intends to reduce the level of investment risk by investing more in assets that better match the liabilities. However, the Parent Company believes that due to the long-term nature of the plan liabilities and the strength of the supporting group, a level of continuing equity investment is an appropriate element of the Parent Company's long-term strategy to manage the plans efficiently.

- *Changes in bond yields* - A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plans' bond holdings.

- *Inflation risk* - Higher inflation will lead to higher liabilities. The majority of the plan's assets are either unaffected by (fixed interest bonds) or loosely correlated with (equities) inflation, meaning that an increase in inflation will also increase the deficit.

- *Life expectancy* - The majority of the plan's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the plan's liabilities.

As at December 31, 2025, the average remaining working life of the employees is 26.9 years (2024 - 27.4 years).

Expected maturity analysis of undiscounted retirement benefit payments as at December 31 is as follows:

	2025	2024
Less than a year	127,521	105,891
Between 1-2 years	253,984	215,410
Between 2-5 years	254,130	264,348
Between 5-10 years	663,437	620,934

11 Equity

Share capital, capital in excess of par value and treasury shares

Details of authorized share capital as at December 31, 2025, 2024 and 2023 in absolute amounts are as follows:

	Number of shares	Amount
Authorized share capital (P100 par value per share)		
Founders' shares	22	2,200
Common shares	3,949,978	394,997,800
Preferred shares	50,000	5,000,000
	4,000,000	400,000,000

Details of common shares issued and outstanding as at December 31, 2025, 2024 and 2023 are as follows:

(P100 par value per share)	Number of shares	Amount in thousands
Issued common shares	3,428,617	342,862
Treasury shares, at cost		
End of the year	7,880	15,036
Issued and outstanding	3,420,737	327,826

For the years ended December 31, 2025 and 2024, no additional shares were reacquired and no new shares were issued to practicing doctors.

Dividends payable

The Parent Company's BOD authorized and approved the declaration and payment of cash dividends to shareholder beneficiaries from retained earnings as at December 31 as follows:

Declaration date	Payment date	As of record date	Dividend per share	Total dividends
July 18, 2023	August 31, 2023	July 31, 2023	114.96	393,248
July 16, 2024	August 30, 2024	July 31, 2024	176.97	605,368
July 15, 2025	August 29, 2025	July 31, 2025	209.60	716,986

Details of unpaid dividends as at December 31 are as follows:

	2025	2024	2023
Beginning of the year	67,328	53,509	41,204
Declaration of dividends during the year	716,986	605,368	393,248
Payment of dividends during the year	(672,800)	(591,549)	(380,943)
End of the year	111,514	67,328	53,509

Retained earnings

On March 27, 2023, the Parent Company's BOD approved the reversal of the P600 million appropriation due to the completion of the Parent Company's expansion and renovation projects and continuous modernization of medical equipment. On the same day, the Parent Company's BOD approved the appropriation of P2 billion for the construction of a building expected to be completed in five (5) years.

On December 1, 2023, the Parent Company's BOD approved the reversal of the initial P2 billion appropriation and approved the appropriation of P3.5 billion due to an increase in estimated cost for the aforementioned construction and fit-out project. On March 19, 2025, the Parent Company's BOD approved the continued retention of the P3.5 billion appropriation as recommended by management after the latter revisited the Parent Company's expansion plans. The intention is to roll-out space planning and expansion projects, including the construction and fit-out of a building, in the next five (5) years. As at December 31, 2025, the expansion plan is still under discussion and remains at the planning stage, with management continuing to evaluate options for the planned expansion.

In addition, the Company plans to declare dividends of up to 50% of the 2025 net profit in 2026.

12 Gross revenues

Set out below is the disaggregation of the Group's sales of services for the years ended December 31:

	Note	2025	2024	2023
Patient revenue				
In-patient		5,577,710	5,083,930	4,654,763
Out-patient		5,814,908	5,329,977	4,942,130
		11,392,618	10,413,907	9,596,893
Rental income from doctors	20.2	43,160	42,169	41,588
		11,435,778	10,456,076	9,638,481

The Group's revenue substantially comprises of services whose revenues are recognized over time within the fulfillment of services which is one (1) day for emergency and out-patient services and an average of five (5) days for in-patient services.

The Group's sales of services for the years ended December 31 disaggregated by geographical location is as follows:

	Makati City	Quezon City	Total
2025			
Gross revenues	11,172,419	263,359	11,435,778
Discounts	(1,570,417)	(19,745)	(1,590,162)
Net revenues	9,602,002	243,614	9,845,616
2024			
Gross revenues	10,413,797	42,279	10,456,076
Discounts	(1,346,028)	(8,813)	(1,354,841)
Net revenues	9,067,769	33,466	9,101,235
2023			
Gross revenues	9,613,227	25,254	9,638,481
Discounts	(1,228,254)	(4,526)	(1,232,780)
Net revenues	8,384,973	20,728	8,405,701

13 Discounts

The components of discounts for the years ended December 31 are as follows:

	2025	2024	2023
Government mandated discounts	1,110,044	987,139	853,427
Company discounts	294,810	227,822	225,324
Promotional discounts	46,308	32,373	32,166
Charity programs	35,231	29,084	33,108
Doctors' discounts	19,294	17,546	15,242
Others	84,475	60,877	73,513
	1,590,162	1,354,841	1,232,780

14 Expenses by nature

The nature of expenses for the years ended December 31 is as follows:

	Notes	2025	2024	2023
Drugs, medicines and supplies	4	2,511,328	2,192,268	1,988,571
Salaries and wages		1,744,759	1,689,527	1,599,403
Depreciation and amortization	6	873,039	768,008	681,387
Professional services		648,792	669,738	623,344
Contracted services		636,975	542,442	541,009
Employee benefits		326,994	306,915	280,105
Repairs and maintenance		248,962	259,898	191,877
Utilities		242,821	224,588	235,812
Security and janitorial services		160,102	137,808	125,246
Dietary, linen and laundry services		130,002	107,250	96,753
Retirement benefits	10	110,441	102,285	90,027
Provision for impairment of receivables	3	86,501	-	82,372
Taxes and licenses		76,770	71,555	63,395
Commission		63,817	54,608	50,495
Computer programming and support		59,134	54,371	44,973
Entertainment and representation		54,435	52,314	34,661
Advertising		37,492	39,949	29,290
Training		24,853	20,133	19,280
Communication		18,393	17,216	15,366
Insurance		16,624	11,595	8,051
Transportation		11,677	9,163	9,556
Photocopying		8,927	8,766	9,201
Rent	20.2	6,753	10,371	12,869
Others		27,918	27,953	30,238
		8,127,509	7,378,721	6,863,281

The following are the classification of expenses in the consolidated statements of total comprehensive income for each of the three years in the period ended December 31:

	2025	2024	2023
Cost of services	5,942,550	5,446,895	4,968,380
Administrative expenses	2,184,959	1,931,826	1,894,901
	8,127,509	7,378,721	6,863,281

Cost of services mainly consists of drugs, medicine, dietary, linen, salaries and professional fees of doctors and nurses, utilities, depreciation of medical equipment, and repairs and maintenance expense.

Administrative expenses primarily consist of depreciation, contracted services, office supplies, utilities, taxes and licenses, communication and commission expense.

15 Other income, net

The components of other income, net for the years ended December 31 are as follows:

	Notes	2025	2024	2023
Interest income	2	104,064	89,519	53,238
Rental income from concessionaires	20.2	63,179	65,732	67,737
Income from other hospital services		50,809	44,003	44,388
Scrap sales		420	231	328
Foreign exchange gain, net	19	144	1,848	1,166
Loss on disposal of property and equipment		(4,779)	(5,573)	(978)
Provision for claims	9	(25,799)	(900)	(77,317)
Others		3,101	1,742	2,378
		191,139	196,602	90,940

Income from other hospital services mainly consists of parking income, affiliation and internship fees.

16 Income tax

Components of deferred income tax (DIT) liabilities, net as at December 31 are as follows:

	Notes	2025	2024
DIT assets			
Retirement of benefit obligation	10	198,950	168,221
Leases	20.2	133,604	158,216
Provision for impairment of receivables	3	69,518	80,991
Provision for medical benefits	9	25,722	25,683
Provision for impairment of property and equipment	6	3,349	3,349
Provision for claims	9	1,443	2,749
Provision for inventory losses	4	250	733
		432,836	439,942
DIT liabilities			
Appraisal surplus on:			
Land	6	(1,872,490)	(1,872,490)
Buildings and building improvements	6	(81,301)	(84,561)
Right-of-use-asset	20.2	(119,284)	(148,734)
		(2,073,075)	(2,105,785)
DIT liabilities, net		(1,640,239)	(1,665,843)

Critical accounting judgment: Realizability of DIT assets

Realization of the future tax benefit related to DIT assets is dependent on the Parent Company's ability to generate future taxable income during the periods in which the DIT assets are expected to be recovered. The Parent Company has considered these factors in reaching a conclusion as to the recognized DIT assets amounting to P430,197 as at December 31, 2025 (2024 - P439,942).

The analysis of the recoverability and settlement of DIT assets and liabilities as at December 31 follows:

	2025	2024
DIT assets to be recovered		
Beyond one (1) year	361,875	358,218
Within one (1) year	70,961	81,724
	432,836	439,942
DIT liabilities to be settled		
Beyond one (1) year	(2,069,815)	(2,102,546)
Within one (1) year	(3,260)	(3,239)
	(2,073,075)	(2,105,785)
	(1,640,239)	(1,665,843)

The movements in DIT assets for the years ended December 31 are as follows:

	Note	2025	2024	2023
Beginning of the year		439,942	347,309	401,852
(Charged) Credited to profit or loss		(25,224)	88,883	(73,164)
Credited to OCI	10	18,118	3,750	18,621
End of the year		432,836	439,942	347,309

The movements in DIT liabilities for the years ended December 31 are as follows:

		2025	2024	2023
Beginning of the year		2,105,785	1,122,568	1,147,975
(Charged) Credited to profit or loss		(29,450)	129,298	(22,168)
(Charged) Credited to OCI	18	(3,260)	853,919	(3,239)
End of the year		2,073,075	2,105,785	1,122,568

The movement in DIT liabilities charged to OCI for the year ended December 31, 2025 amounting to P3,260 pertains to depreciation transfer on revaluation surplus (2024 - credited to OCI of P853,919 includes recognition of deferred liability on land and buildings and building improvements appraisal amounting to P857,158, net of depreciation amounting to P3,239; 2023 - P3,239) (Note 18).

Income tax expense for the years ended December 31 consists of:

	2025	2024	2023
Current	452,995	414,213	359,952
Deferred	(4,226)	40,415	50,996
	448,769	454,628	410,948

The Parent Company prepared its annual income tax return for the years ended December 31, 2025, 2024 and 2023 using the rate of 25%. The reconciliation of income tax expense computed at the statutory tax rate to the actual income tax expense for the years ended December 31 is as follows:

	2025	2024	2023
Income tax expense at statutory tax rate of 25%	466,407	472,149	405,427
Tax effect of:			
Interest income subject to final tax	(26,016)	(22,380)	(13,309)
Depreciation on appraisal increase	3,260	3,239	3,239
Other non-deductible items	5,113	1,615	15,586
Unrecognized DIT assets	5	5	5
	448,769	454,628	410,948

17 Profit earnings per share

The following table presents information necessary to calculate basic and diluted earnings per share for the years ended December 31:

	2025	2024	2023
Profit attributable to owners of the Parent Company	1,416,869	1,433,977	1,210,768
Divided by:			
Weighted average number of common shares	3,421	3,421	3,421
Profit earnings per share - basic and diluted	414.17	419.17	353.92

There are no potential dilutive potential common shares for the years ended December 31, 2025, 2024, and 2023.

18 Revaluation surplus

The movements in revaluation surplus account for the years ended December 31 are as follows:

	Notes	2025	2024
Beginning of the year		5,846,767	3,285,007
Reversal of deferred tax on depreciation	16	3,260	3,239
Additional appraisal surplus on land and buildings and building improvements	6	-	3,428,636
Recognition of deferred tax liability on land and buildings and building improvements appraisal	16	-	(857,158)
Transfer of depreciation on appraisal to retained earnings	6	(13,041)	(12,957)
End of the year		5,836,986	5,846,767

19 Foreign currency denominated assets and liabilities

The Group's foreign currency denominated assets and liabilities as at December 31 is as follows:

	2025		2024	
	U.S. Dollar	Euro	U.S. Dollar	Euro
Current assets	105	-	377	-
Current liabilities	(5)	-	(36)	-
Net foreign currency denominated assets	100	-	341	-
Closing rate at December 31	58.81	69.25	57.85	60.47
Equivalents in Philippine Peso	5,881	-	19,727	-

Foreign exchange gain, net for the years ended December 31 is as follows (Note 15):

	2025	2024	2023
Unrealized foreign exchange gain, net	321	2,304	826
Realized foreign exchange (loss) gain, net	(177)	(456)	340
	144	1,848	1,166

20 Commitments

20.1 Capital commitments

Capital expenditures relating to the on-going renovation of the buildings and equipment purchases contracted for at December 31, 2025 but not yet incurred amounted to P825,667 (2024 - P716,554).

20.2 Lease agreements

When the Parent Company is the lessee

The Parent Company entered into various lease agreements with a third-party lessor. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests of lessor.

(i) Clinical facilities, back office and parking spaces

On June 17, 2014, the Parent Company entered into a non-cancellable lease agreement with Adelantado Corporation covering certain floors at Keyland Centre to serve as additional clinical facilities of the Parent Company, its back office and parking spaces with a term of five (5) years beginning April 15, 2014 until April 14, 2019. In 2015, the lease term was amended and extended to ten (10) years beginning from its original commencement date until April 14, 2024. On March 8, 2024, the lease term was amended and extended for five (5) years from April 15, 2024 until April 14, 2029. The lease is renewable upon mutual agreement by both parties. The lease agreement includes an escalation rate during term of the lease.

The Parent Company paid the required refundable security deposit in relation to the foregoing lease agreement amounting to P20,314 as at December 31, 2025 (2024 - P13,384). The carrying amount of the refundable deposit approximates its fair value as the effect of discounting is immaterial. This is presented as part of other non-current assets (Note 5).

(ii) Wellness center and parking spaces

On January 25, 2019, the Parent Company entered into lease agreements with AREIT, Inc. covering office space to serve as the wellness center of the Parent Company and several parking lots. The lease agreements have various terms and renewable upon mutual agreement. Following is the summary of the leases:

Lessor	Location	Area/Parking stalls	Original term
AREIT, Inc.	Ayala North Exchange Tower 1	1,638.45 sq.m.; 21 parking stalls	February 1, 2019 to January 31, 2024 and extended until January 31, 2034
AREIT, Inc.	City Gate	101 parking stalls	January 1, 2019 to December 31, 2029
AREIT, Inc.	Ayala North Exchange Tower 1	28 parking stalls	May 1, 2019 to December 31, 2029

The Parent Company paid refundable security deposit in relation to the above lease agreements as at December 31, 2025 and 2024 amounting to P14,100. The carrying amount of the refundable deposit approximates its fair value as the effect of discounting is immaterial. This is presented as part of other non-current assets (Note 5).

(iii) Diagnostic center and renal services

On July 28, 2021, the Parent Company entered into lease agreements with ACI, Inc. covering commercial space to serve as the Diagnostic and Dialysis center of the Parent Company and generator set and machineries room. The lease agreements shall be for a period of five (5) years from October 1, 2021 to September 26, 2026.

In addition, the Parent Company entered into a lease agreement with Aldex Realty Corporation for the rental of Discovery Primea Condominium’s third floor to be utilized as clinic and diagnostic center. The lease agreement shall be for a period of five (5) years from April 21, 2021 to April 20, 2026. The lease agreement includes provision for rent-free period.

The Parent Company paid refundable security deposit amounting to P4,720 as at December 31, 2025 and 2024. The carrying amount of the refundable deposit approximates its fair value as the effect of discounting is immaterial. This is presented as part of other non-current assets (Note 5).

(iv) Parking spaces

On July 8, 2024, the Parent Company entered into a lease agreement with Empresas Diesel Development, Inc. for the lease of 118 parking stalls at the 8th and 9th floors of Makati Commerce Tower to be utilized as valet parking for patients of the Parent Company. The lease agreement shall be for a period of three (3) years from July 16, 2024 to July 15, 2027.

The Parent Company paid refundable security deposit amounting to P2,843 as at December 31, 2025. The carrying amount of the refundable security deposit approximates its fair value as the effect of discounting is immaterial. This is presented as part of other non-current assets (Note 5).

(v) Others

The Parent Company has various operating non-cancellable lease agreements for the use of medical equipment, office furniture and other vehicles. Rent expense on short-term leases and low-value assets for the year ended December 31, 2025 which is presented under cost of services and administrative expenses amounted to P6,753 (2024 - P10,371; 2023 - P12,869) (Note 14). Accrued rent relating to leases of short-term and low-value assets as at December 31, 2025 amounted to P2,199 (2024 - P1,825) (Note 7).

Amounts recognized in the consolidated statements of financial position

Leased assets are presented as part of the property and equipment (Note 6) in the consolidated statements of financial position. The consolidated statements of financial position show the following amounts relating to leases as at December 31:

	Notes	2025	2024
Right-of-use asset, net			
Office and parking spaces	6	477,138	594,937
Lease liabilities			
Current		105,556	69,405
Non-current		397,970	532,568
		503,526	601,973
Deferred tax asset on:			
Right-of-use asset	16	133,604	158,216
Lease liabilities	16	(119,284)	(148,734)
		14,320	9,482

The movements in lease liabilities for the years ended December 31 are as follows:

	2025	2024
Beginning of the year	601,973	76,057
Additions during the year	-	623,494
Lease payments:		
Principal	(98,447)	(97,578)
Interest	(43,615)	(30,518)
Accretion of interest	43,615	30,518
End of the year	503,526	601,973

Amounts recognized in the consolidated statements of total comprehensive income

The consolidated statements of total comprehensive income show the following amounts relating to leases:

	Notes	2025	2024	2023
Depreciation of right-of-use assets				
Office and parking spaces	6	117,799	106,307	88,668
Interest expense (included in finance costs)		43,615	30,518	11,651
Expense relating to leases of low-value assets and short-term leases (included in cost of services and administrative expenses)	14	6,753	10,371	12,869
		168,167	147,196	113,188

(vi) Discount rate

The lease payments for all leased assets are discounted using the lessee's incremental borrowing rate, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Critical accounting estimates: Determine of incremental borrowing rate for leases

The Parent Company's lease payments were discounted using the lessee's incremental borrowing rate, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. The discount rate applied by the Parent Company for its various lease agreements range from 4.51% to 8.17%.

(vii) Extension and termination options

Extension and termination options are included in the lease agreements of the Parent Company. These are used to maximize operational flexibility in terms of managing the assets used in the Parent Company operations. The extension and termination options are exercisable only upon written agreement by the Parent Company and the lessor under terms and conditions acceptable to both parties.

Critical accounting judgment: Determination of lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The Parent Company considers the factors as the most relevant in assessing the options:

- If there are significant penalties to terminate (or not extend), the Parent Company is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, the Parent Company is typically reasonably certain to extend (or not terminate).
- Otherwise, the Parent Company considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

Most extension options in leases have not been included in the lease liability because renewal is unlikely given that there are no economic incentives present upon renewal, and/or there are no significant leasehold improvements in the leased premises. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

Where the Parent Company is the lessor

The Parent Company has various non-cancellable agreements for leases of clinics and commercial spaces located within the Hospital to doctors and concessionaires for a period of not more than one (1) year and with renewal options for another year as mutually agreed by both parties. Refundable deposits from these lease agreements amounted to P10,217 as at December 31, 2025 (2024 - P28,627) which is presented as part of other current liabilities in the consolidated statements of financial position.

Rent income arising from these lease agreements amounted to P106,339 for the year ended December 31, 2025 (2024 - P107,901; 2023 - P109,325) (Notes 12 and 15). Rent receivable as at December 31, 2025 amounted to P5,036 (2024 - P45,736) (Note 3).

21 Critical accounting estimates, assumptions and judgments

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates, assumptions and judgments concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates, assumptions and judgments that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

21.1 Critical accounting estimates and assumptions

- Expected credit losses (ECL) on receivables (Note 3)
- Estimated useful lives of property and equipment (Note 6.2)
- Fair value estimation of land and building (Note 6.3)
- Principal assumptions and estimation of provisions for claims (Note 9)
- Principal assumptions and estimation of provisions for medical benefits (Note 9)
- Principal assumptions and estimation of retirement benefit obligation (Note 10)
- Determination of incremental borrowing rate for leases (Note 20.2)

21.2 Critical accounting judgments

- Recoverability of property and equipment (Note 6.2)
- Frequency of valuation (Note 6.3)
- Provision for claims (Note 9)
- Realizability of deferred income tax assets (Note 16)
- Determination of lease term (Note 20.2)

22 Financial risk and capital management

The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

The Group's management provides written principles for overall risk management as well as written policies covering specific areas of risks.

The more significant types of risks that the Group manages are market risk such as foreign currency risk and interest rate risk, credit risk and liquidity risk.

22.1 Components of financial assets and liabilities

Details of the Group's financial assets, classified as financial assets at amortized cost at December 31 are as follows:

	Notes	2025	2024
Cash and cash equivalents	2	3,476,161	3,351,710
Receivables, gross	3	1,108,618	1,041,363
Refundable deposits	5	49,762	43,334
Restricted cash	5	14,937	19,542
		4,649,478	4,455,949

Receivables at December 31, 2025 are presented gross of provision for impairment amounting to P289,776 (2024 - P335,668) and exclusive of receivable from a regulatory agency amounting to P6,799 (2024 - P9,613) and receivables from employees and officers amounting to P29,443 (2024 - P33,608) which are considered as non-financial assets.

Details of the Group's financial liabilities at amortized cost at December 31 are as follows:

	Notes	2025	2024
Trade and other payables	7	1,223,882	1,308,896
Lease liabilities	20.2	503,526	601,973
Dividends payable	11	111,514	67,328
Other current liabilities		17,679	36,088
		1,856,601	2,014,285

Trade and other payables exclude payable to regulatory agencies amounting to P65,839 (2024 - P51,073), refundable deposits from corporate accounts amounting to P104,926 (2024 - P132,476) and funds collected on behalf of medical and other organizations amounting to P166,821 (2024 - P205,023). Other current liabilities pertain to financial liabilities such as patient deposits and refundable deposits from the Parent Company's lessees (Note 20.2).

22.2 Financial risk management

The Group's financial risk management program is a continuing, proactive process that focuses on the identification and assessment of risk. To enable management to make strategic and informed decisions, the Group recognizes the importance of an effective financial risk management system.

The Parent Company's BOD, through the recommendation of the Audit Committee, reviews and approves policies for managing each of these risks.

The Group has no significant financial assets and liabilities that are exposed to price risk.

22.2.1 Market risk

(i) Foreign exchange risk

Foreign exchange risk arises when future commercial transactions and recognized assets and liabilities are denominated in a currency that is not the Group's functional currency.

The Group has no significant financial assets and liabilities that are exposed to foreign exchange risk. Details of the Group's foreign denominated assets and liabilities are shown in Note 19.

(ii) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of financial assets and liabilities will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of financial assets and liabilities will fluctuate because of changes in market interest rates.

The Group has no significant financial assets and liabilities that are exposed to interest rate risk.

22.2.2 Credit risk

The Group is exposed to credit risks arising from its cash in banks, short-term cash placements, restricted cash, refundable deposits and primarily from its patient receivables because it is required to attend to the medical needs of private individual patients prior to considering their capability to pay. The maximum exposure to credit risk at reporting periods is the carrying value of financial assets as detailed in Note 22.1. Management continuously reviews and implements more stringent credit and collection policies to limit the amount of credit exposure to any patient. Also, the credit and collection department monitors the level of receivables from patients on an ongoing basis to design collection programs.

In addition to private individual accounts, corporate accounts also comprise a significant portion of the Group's clientele. These accounts include private companies (self-managed health plan), health maintenance organizations and insurance companies where credit terms and limits are pre-established.

As at December 31, 2025 and 2024, the Group's net receivables from its corporate accounts amounted to P353,443 (2024 - P307,248) comprising 47% (2024 - 49%) of its total net patient receivables (Note 3).

The Parent Company applies the PFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all patient receivables and the general approach is applied for cash and cash equivalents, other receivables and other non-current assets. The estimated impairment loss from these financial assets is deemed immaterial, except for patient receivables.

Cash in banks and short-term cash placements

To minimize credit risk exposure from cash in banks and short-term cash placements, the Group maintains cash deposits and short-term cash placements in reputable banks. The Group assesses that cash in banks and short-term cash placements have low credit risk considering the banks' external credit ratings.

Patient receivables

To measure the expected credit losses, patient receivables of the Parent Company have been grouped based on shared credit risk characteristics and days past due. Gross patient receivables from doctors and employees amounting to P43,745 (2024 - P43,669) were excluded in the assessment as credit risk is assessed to be insignificant for these groups. In calculating the expected credit loss rates, the Parent Company considers historical loss rates for each category of patients and adjusts for forward-looking macro-economic data. The Parent Company has identified the gross domestic product, consumer price index, unemployment rate, and inflation to be the most relevant factors, and accordingly adjusted the historical loss rates based on expected changes in these factors.

In 2025, the Parent Company maintained its strong collection performance, reflecting the continued effectiveness of collection strategies such as patient financial counseling, as well as stable payment behavior from government and corporate accounts. This sustained performance resulted in a consistently high collection rate throughout the year and led to a further net reduction in the Parent Company's loss allowance as at December 31, 2025, compared with its balance at December 31, 2024.

In 2024, improved collection experience from government and corporate accounts allowed the Parent Company's collection rate to increase. This resulted in an overall lower loss allowance as at December 31, 2024 despite the aggregate net negative impact of the relevant forward-looking macroeconomic factors used in the calculation.

In determining the aging bracket of the patient receivables, management also continuously analyzes the historical collection profiles of the different groups of guarantors.

For corporate accounts, the Parent Company sustained stronger collection performance from corporate accounts in 2025 compared to 2024, reflecting the effectiveness of stricter implementation of the credit line agreements with corporate accounts.

For government accounts, management observed generally improved collections on more current receivables, supported by government efforts to address longstanding claims backlogs during 2025 and 2024. However, aged receivables remain largely uncollected, resulting in higher ECL rates for aged accounts as at December 31, 2025 and 2024. Collection efficiency from government agencies further strengthened in 2025 following PhilHealth's top management directive to enhance overall claims processing. The improved collection performance in these two (2) segments resulted in a further net reduction in the Parent Company's loss allowance as at December 31, 2025 compared with its balance at December 31, 2024.

As at and for the years ended December 31, 2025 and 2024, the Parent Company's credit risk exposure in relation to patient receivables from private individual patients (excluding doctors and employees), corporate accounts and government agencies, which are collectively assessed for impairment, net of unapplied collections and professional fees billed on behalf of doctors are set out in the provision matrix as follows:

	Current	Within 30 days	31-60 days	61-90 days	Over 91 days	Total
2025						
Private individual patients						
Expected loss rates	4.6%	45.6%	52.9%	61.6%	84.9%	
Gross receivables	174,781	19,265	12,962	16,669	178,602	402,279
Loss allowance	7,990	8,786	6,863	10,264	151,593	185,496
Corporate accounts						
Expected loss rates	0.3%	0.6%	2.6%	3.7%	52.9%	
Gross receivables	220,971	112,936	1,955	1,923	36,408	374,193
Loss allowance	693	664	51	90	19,252	20,750
Government						
Expected loss rates	25.1%	26.9%	30.4%	46.5%	61.5%	
Gross receivables	82,613	69,621	74,033	26,234	15,067	267,568
Loss allowance	20,756	18,751	22,543	12,209	9,271	83,530
Total loss allowance	29,439	28,201	29,457	22,563	180,116	289,776
2024						
Private individual patients						
Expected loss rates	9.6%	58.5%	59.4%	69.7%	97.8%	
Gross receivables	182,498	15,230	22,317	14,096	174,883	409,024
Loss allowance	17,517	8,908	13,253	9,825	171,018	220,521
Corporate accounts						
Expected loss rates	0.3%	1.6%	4.9%	9.7%	99.0%	
Gross receivables	257,633	33,454	4,115	1,764	22,686	319,652
Loss allowance	774	546	200	171	22,417	24,108
Government						
Expected loss rates	23.9%	25.0%	27.5%	53.9%	100.0%	
Gross receivables	56,446	52,744	50,406	17,245	40,212	217,053
Loss allowance	13,514	13,186	13,873	9,290	40,212	90,075
Total loss allowance	31,805	22,640	27,326	19,286	233,647	334,704

Other receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each pharmaceutical and medical companies and lessees. The credit quality is further classified and assessed by reference to historical information about each of the counterparty's historical default rates. Based on assessment of qualitative and quantitative factors that are indicative of the risk of default, the Group has assessed that the outstanding balances are exposed to low credit risk. Expected credit losses on these balances have therefore been assessed to be insignificant.

Other non-current assets

Other non-current assets include restricted cash held by a financial institution and refundable deposits for lease contracts and utility companies which are normally refundable at the end of the contract term. Credit risk exposure is not considered significant.

22.2.3 Liquidity risks

The Group's ability to make payments on its indebtedness and to fund its operations depends on its future performance and financial results. Historically, the Group's liquidity position is strong due to profitable operations. The Group generates significant cash from its operating activities and is able to meet all of its financial covenants included in the credit agreement with its lenders.

In 2025, the Group continued to strengthen its liquidity position by sustaining the operational initiatives implemented in prior years. In addition, the Group's ongoing shift toward leaner inventory requirements and strict management of operating expenses contributed to improved operating cash flows and enhanced working capital efficiency. These measures supported the Group's ability to meet its short-term obligations as they fall due and mitigated liquidity risk during the year.

To manage liquidity, the Group projects monthly cash flows from its operating, investing and financing activities and evaluates actual cash flow information to ensure that the immediate requirements of the Hospital are covered. Working capital requirements are also reviewed on a monthly basis and reported to the Parent Company's BOD and additional working capital loans are availed, if necessary.

The table below analyzes the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows:

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total
At December 31, 2025					
Trade and other payables	1,223,882	-	-	-	1,223,882
Dividends payable	111,514	-	-	-	111,514
Other current liabilities	17,679	-	-	-	17,679
Lease liabilities	141,539	235,706	242,596	3,357	623,198
Future interest payables on leases	36,041	47,459	30,606	6,542	120,648
	1,530,655	283,165	273,202	9,899	2,096,921
At December 31, 2024					
Trade and other payables	1,308,896	-	-	-	1,308,896
Dividends payable	67,328	-	-	-	67,328
Other current liabilities	36,088	-	-	-	36,088
Lease liabilities	141,786	278,617	336,950	43,860	801,213
Future interest payables on leases	41,310	62,098	42,416	14,173	159,997
	1,595,408	340,715	379,366	58,033	2,373,522

22.3 Capital management

The Group's objectives when managing capital, which is the total equity, (excluding revaluation surplus, non-controlling interest and remeasurements on retirement benefits) as shown in the consolidated statement of financial position, include: (i) safeguarding the Group's ability to continue as a going concern; (ii) increasing the value of shareholders' investment; and (iii) providing sustainable returns and benefits for shareholders.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

As at December 31, 2025 and 2024, the Group is not subject to any specific restrictions or capital requirements. The Group has no outstanding borrowings and is not subject to any debt covenants.

The Parent Company is not subject to externally imposed minimum capitalization.

23 Summary of material accounting policies

The principal accounting policies applied in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

23.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with PFRS Accounting Standards. PFRS Accounting Standards comprise the following authoritative literature:

- PFRS Accounting Standards,
- PAS Standards, and
- Interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC), Philippine Interpretations Committee (PIC), and Standing Interpretations Committee (SIC) as approved by the Financial Sustainability Reporting Standards Council (FSRSC) and Board of Accountancy, and adopted by the Securities and Exchange Commission (SEC).

The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of land and buildings and building improvements classified under property and equipment.

The preparation of consolidated financial statements in conformity with PFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are summarized in Note 21.

New and amended standards adopted by the Group

The Group has applied the following relevant amendments for the first time for their annual reporting period commencing January 1, 2025:

- Lack of Exchangeability – Amendments to PAS 21

On August 15, 2023, the IASB amended PAS 21 to add requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, PAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary. This amendment did not have any impact on the amounts recognized in prior and current periods.

New and amended standards not yet adopted

Certain new accounting standards, and amendments and interpretations to accounting standards have been published that are not mandatory for December 31, 2025 reporting periods and have not been early adopted by the Group.

The Group's assessment of the impact of the relevant new and amended standards is set out below:

- *Amendments to the Classification and Measurement of Financial Instruments - Amendments to PFRS 9 and PFRS 7 (effective for annual periods beginning on or after January 1, 2026)*

  On May 30, 2024, the IASB issued targeted amendments to PFRS 9 and PFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:
  - clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
  - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
  - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
  - update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

The Group does not expect these amendments to have a material impact on its operations or consolidated financial statements.

- *PFRS 18 Presentation and Disclosure in Financial Statements (effective for annual periods beginning on or after January 1, 2027)*

  PFRS 18 will replace PAS 1 *Presentation of financial statements*, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though PFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the consolidated financial statements.

  Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

  - The line items presented on the primary financial statements might change as a result of the application of the concept of 'useful structured summary' and the enhanced principles on aggregation and disaggregation.

  - The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:

    - management-defined performance measures;
    - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss - this break-down is only required for certain nature expenses; and
    - for the first annual period of application of PFRS 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying PFRS 18 and the amounts previously presented applying PAS 1.

  - From a cash statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

  The Group will apply the new standard from its mandatory effective date of January 1, 2027. Retrospective application is required, and so the comparative information for the financial year ending December 31, 2026 will be restated in accordance with PFRS 18.

- *Annual Improvements to PFRS Accounting Standards – Volume 11 (effective for annual periods beginning on or after January 1, 2026)*

  On July 18, 2024, the IASB has issued narrow amendments to PFRS Accounting Standards and accompanying guidance as part of its regular maintenance of the Standards. These amendments include clarifications, simplifications, corrections and changes aimed at improving the consistency of several PFRS Accounting Standards. The amended Standards are:

  - PFRS 1 First-time Adoption of International Financial Reporting Standards;
  - PFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing PFRS 7;
  - PFRS 9 Financial Instruments;
  - PFRS 10 Consolidated Financial Statements; and
  - PAS 7 Statement of Cash Flows.

The Group does not expect the Annual Improvements to PFRS Accounting Standards – Volume 11 to have a material impact on its operations or consolidated financial statements. The amendments largely consist of clarifications and minor revisions to existing Standards, and no significant changes to the Group's current accounting policies or disclosures are anticipated.

- *PFRS 19 Subsidiaries without Public Accountability: Disclosures (effective for annual periods beginning on or after January 1, 2027)*

  Issued in May 2025, PFRS 19 allows for certain eligible subsidiaries of parent entities that report under PFRS Accounting Standards to apply reduced disclosure requirements.

  The Group does not expect PFRS 19 to have a material impact on its consolidated financial statements. While the Standard provides reduced disclosure requirements for eligible subsidiaries, the applicability of these reliefs will depend on the specific reporting structure of the Group. At present, no significant changes to the Group's disclosures are anticipated.

- *Contracts Referencing Nature-dependent Electricity – Amendments to PFRS 9 and PFRS 7 (effective for annual periods beginning on or after January 1, 2026)*

  On December 18, 2024, the IASB has issued targeted amendments to help companies better report the financial effects of nature-dependent electricity contracts, which are often structured as power purchase agreements (PPAs). Nature-dependent electricity contracts help companies to secure their electricity supply from sources such as wind and solar power. The amount of electricity generated under these contracts can vary based on uncontrollable factors such as weather conditions. The amendments include:

  - clarifying the application of the 'own-use' requirements;
  - permitting hedge accounting if these contracts are used as hedging instruments; and
  - adding new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.

  The Group does not expect the amendments on nature-dependent electricity contracts (including PPAs) to have a material impact on its operations or consolidated financial statements, as it does not typically enter into such contracts in the normal course of its hospital operations.

23.2 Consolidation

The consolidated financial statements comprise the financial statements of the Group as at and for each of the three years in the period ended December 31, 2025. The subsidiary's financial statements are prepared for the same reporting year as the Parent Company. The Group uses uniform accounting policies, any difference between the subsidiary and Parent Company are adjusted properly.

All subsidiary undertakings are included in the consolidation. The proportion of the voting rights in the subsidiary undertakings held directly by the Parent Company does not differ from the proportion of ordinary shares held.

(a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. On an acquisition-by-acquisition basis, the Group recognizes any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions - that is, as transactions with the owners in their capacity as owners. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(b) Disposal of subsidiaries

When the Group ceases to have control any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognized in profit or loss. The fair value is the initial carrying amount for purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognized in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognized in other comprehensive income are reclassified to profit or loss.

23.3 Financial assets

Classification and presentation

23.3.1 Classification

The Group classifies its financial assets in the following measurement categories: (a) those to be measured subsequently at fair value (either through OCI or through profit or loss) and (b) those to be measured at amortized cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows. The Group did not hold financial assets under category (a) during and as at December 31, 2025 and 2024. The Group's financial assets under category (b) includes cash and cash equivalents (Note 2), receivables (Note 3) and other non-current assets (Note 5).

23.3.2 Recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset. Subsequently, assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in finance income using the effective interest rate method.

23.3.3 Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its financial assets carried at amortized cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Loss allowances of the Group are measured on either of the following bases:

- 12-month expected credit losses ECLs - these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs - these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all patient receivables arising from individual patients, corporate accounts, health maintenance organizations and insurance companies. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

A loss allowance for full lifetime ECLs is required for a financial instrument if the credit risk of that financial instrument has increased significantly since initial recognition, as well as to contract assets or trade receivables that do not constitute a financing transaction in accordance with PFRS 15.

Additionally, the Group elects an accounting policy to recognize full lifetime expected losses for all contract assets and/or all trade receivables that do constitute a financing transaction in accordance with PFRS 15.

General approach

The Group applies the general approach to provide for ECLs on non-trade receivables. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

The Group considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held); or
- the financial asset is more than 360 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

23.3.4 Measurement of ECLs

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e., the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

23.3.5 Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortized cost are credit-impaired. A financial asset is ‘credit-impaired’ when one (1) or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the counterparty;
- a breach of contract such as actual default; or
- it is probable that the borrower will enter bankruptcy or other financial reorganization.

23.3.6 Write-off

The gross carrying amount of a financial asset is written-off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written-off could still be subject to enforcement activities in order to comply with the Group’s procedures for recovery of amounts due.

23.3.7 Derecognition

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership. Any gain or loss arising on derecognition is recognized directly in profit or loss.

23.4 Financial liabilities

23.4.1 Classification and presentation

The Group classifies its financial liabilities in the following categories: (i) at amortized cost; and (ii) at fair value through profit or loss.

The Group did not hold any financial liabilities under category (ii) during and at the end of each reporting period.

Other financial liabilities at amortized cost

Other financial liabilities at amortized cost are included in current liabilities, except for maturities greater than 12 months after the reporting period which are classified as non-current liabilities.

Details of the Group’s financial liabilities are disclosed in Note 22.1.

23.4.2 Recognition and measurement

Financial liabilities are recognized in the consolidated statement of financial position when, and only when the Group becomes a party to the contract provisions of the instrument.

23.4.3 Derecognition

The Group removes a financial liability (or a part of a financial liability) from the consolidated statement of financial position if, and only if, it is extinguished such as when the obligation specified in the contract is discharged/settled, cancelled, expired, or there is a substantial modification of the terms of an existing financial liability or a part of it (whether or not attributable to the financial difficulty of the debtor) resulting to extinguishment of the original financial liability and the recognition of a new financial liability.

23.5 Fair value measurement

The Group classifies its fair value measurements of land and buildings and building improvements as Level 2 and Level 3, respectively. Please refer to Note 6.2 for the related disclosures.

The Group uses valuation techniques that are appropriate in circumstances and applies the technique consistently. Commonly used valuation techniques are non-financial assets are as follows:

- Market approach - A valuation technique that uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities, such as a business.
- Income approach - Valuation techniques that convert future amounts (e.g. cash flows or income and expenses) to a single current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about those future amounts.
- Cost approach - A valuation technique that reflects the amount that would be required currently to replace the service capacity of an asset (often referred to as current replacement cost).

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting period. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

If all significant inputs required to fair value an instrument are observable, the asset or liability is included in Level 2. If one (1) or more of the significant inputs is not based on observable market data, the asset or liability is included in Level 3.

The Group has no significant financial assets and liabilities carried at fair value.

The carrying amounts of financial assets and liabilities presented in Note 22.1 approximate their fair values at reporting period, as the impact of discounting is not significant considering that financial assets and liabilities generally have short-term maturities.

Significant non-financial assets of the Group include land and buildings and building improvements which are carried at fair value under Level 2 and 3 hierarchy, respectively. The Group has no other significant non-financial assets and liabilities carried at fair value.

23.6 Cash and cash equivalents

Short-term cash placements are presented as cash equivalents if they have a maturity of three (3) months or less and are readily convertible to known amount of cash and which are subject to insignificant changes in value.

Restricted cash are earmarked for a specific use and are therefore not available for general use by the Group. These are carried at face or nominal amount and presented as part of non-current assets in the consolidated statement of financial position.

23.7 Receivables

Patient receivables are amounts due from patients for the services performed in the ordinary course of business. If collection is expected in one (1) year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Patient receivables with average credit term of 15 to 30 days are measured at the original invoice amount (as the effect of discounting is immaterial), less any provision for impairment.

Other receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less provision for impairment, if any.

The relevant policies on classification, recognition, measurement, impairment and derecognition are further disclosed in Note 23.3.

23.8 Inventories

The Parent Company determines the cost of inventory is determined using the moving-average method while the subsidiary uses specific identification method. The cost of inventories comprises of all costs of purchases and other costs incurred in bringing the inventories to their present location and condition, including any related input value-added tax (VAT) attributable to sale of goods and services that are VAT exempt. It excludes borrowing costs. Net realizable value (NRV) is the estimated selling price in the ordinary course of business, less cost of selling expenses.

Provision for inventory losses is provided for slow-moving and nearing expiry inventories based on physical inspection and management evaluation.

Write-offs represent the release of previously recorded provisions from the allowance account and credited to the related inventory account following the disposal of inventories. Destruction of the expired and damaged inventories is made in the presence of regulatory agencies.

Reversals of previously recorded provisions are credited to profit or loss within cost of services based on the result of management's update assessment, considering the available facts and circumstances, including but not limited to NRV at the time of disposal.

Inventories are derecognized from the consolidated statement of financial position when sold, consumed or written-off. When inventories are sold or consumed, the carrying amounts of these inventories are recognized as an expense in the period in which the related revenue is recognized.

23.9 Prepayments and other assets

Input VAT are recognized as assets to the extent it is probable that the benefit will flow to the Group. These are derecognized when applied against VAT due or when expired or written-off due to impairment.

Prepayments and other assets are included in current assets, except when the related goods or services are expected to be received or rendered more than 12 months after the reporting period which are classified as non-current assets.

23.10 Property and equipment

All property and equipment, except for land and buildings and building improvements, are recorded at cost less accumulated depreciation and any impairment. Construction-in-progress is stated at cost. The cost is subsequently transferred to specific property and equipment component, depending on the intended purpose, upon completion. Land and buildings and building improvements are carried at revalued amounts, which is the fair value at the date of revaluation less any subsequent accumulated depreciation on buildings and any subsequent accumulated impairment losses. Valuations are performed with sufficient regularity at least once every three (3) to five (5) years, enough to ensure that the fair value of a revalued asset does not differ significantly from its carrying amount.

The increase of the carrying amount of an asset as a result of a revaluation is credited to other comprehensive income and accumulated in equity under the heading of 'revaluation surplus', unless it reverses a revaluation decrease previously recognized as an expense, in which case it is credited in profit or loss. A revaluation decrease is charged directly against any related revaluation surplus reserve.

Each year the difference between depreciation based on the revalued carrying amount of the asset charged to profit or loss and depreciation based on the asset's original cost is transferred from revaluation surplus to retained earnings.

Depreciation on other property and equipment is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Buildings and building improvements	30 years or the remaining useful life, whichever is shorter
Leasehold improvements, office and parking spaces	Lease term or useful life, whichever is shorter
Building equipment	3-15 years
Medical equipment, tools and instruments	2-10 years
Hospital furnishings, fixtures and office equipment	2-5 years

Fully depreciated assets still in use by the Group are retained in the property and equipment accounts until these are retired.

Property and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. An impairment loss is recognized for the amount by which the carrying amount of the asset exceeds its recoverable amount.

When revalued assets are sold or disposed, the related revaluation surplus included in equity is transferred directly to retained earnings.

23.11 Impairment of non-financial assets

Assets that have definite useful life are subject to depreciation and amortization and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that are impaired are reviewed for possible reversal of the impairment at each reporting date.

23.12 Current and deferred income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

DIT assets are recognized for all deductible temporary difference that are expected to reduce taxable profit in the future to the extent that it is probable that future taxable income will be available against which the temporary differences can be utilized. The Group re-assesses at each reporting period the need to recognize a previously unrecognized DIT asset, if any. DIT liabilities are recognized in full for all taxable temporary differences.

DIT tax is provided on the temporary difference between the carrying amount of the revalued property and equipment and its tax base.

23.13 Trade and other payables

Trade and other payables are recognized in the period in which the related money, goods or services are received or when a legally enforceable claim against the Group is established. These are measured at the original invoice amount (as the effect of discounting is immaterial).

Trade and other payables are classified as current liabilities if payment is due within 1 year or less (or in the normal operating cycle of the business, if longer). If not, they are presented as non-current liabilities.

Trade and other payables are derecognized when the obligation under the liability is discharged or cancelled or expired.

Refer to Note 23.4 for the initial recognition, subsequent measurement and derecognition policies on financial liabilities.

23.14 Provisions

Provisions, including future obligations for free medical services as discussed in Note 9, are recognized when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligations, and the amount has been reliably estimated. Provisions are not recognized for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one (1) item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognized as finance cost in profit or loss.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision shall be reversed and derecognized from the consolidated statement of financial position.

23.15 Employee benefits

(a) Retirement benefits

The Parent Company has retirement plan in accordance with the local conditions and practices in the Philippines. The plan is generally funded through payments to trustee-administered funds as determined by periodic actuarial calculations. A defined benefit plan is a retirement plan that defines an amount of retirement benefit that an employee will receive on retirement, usually dependent on one (1) or more factors such as age, years of service or compensation.

The liability recognized in the consolidated statement of financial position in respect of defined benefit retirement plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related retirement benefit obligation.

Remeasurements arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in the period in which they arise.

Past-service costs are recognized immediately in profit or loss.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in employee benefit expense in profit or loss.

(b) Short-term benefits

Wages, salaries, paid annual vacation and sick leave credits, and non-monetary benefits are accrued in the period in which the related services are rendered by employees of the Group. Short-term employee benefit obligations are measured on an undiscounted basis.

(c) Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognizes termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the Group recognizes costs for a restructuring that is within the scope of PAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

23.16 Equity

(a) Share capital

Share capital is measured at par value for all shares issued.

(b) Capital in excess of par value

Capital in excess of par value represents capital contribution in excess of par value of the share capital.

(c) Treasury shares

Where the Group purchases its own equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity until the shares are cancelled, reissued or disposed of. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects are included in equity attributable to the Group's equity holders.

(d) Retained earnings

Retained earnings represent the cumulative balance of net income or loss of the Group, net of any dividend declaration.

23.17 Dividend distribution

Dividend distribution to the Group's shareholders is recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the BOD of respective entities within the Group.

23.18 Foreign currency transactions and translations

(a) Functional and presentation currency

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates (the "functional currency"). The consolidated financial statements are presented in Philippine Peso, which is the Group's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into Philippine Peso using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains or losses resulting from the settlement of foreign currency transactions and from the translation at year-end exchange rate of monetary assets and liabilities denominated in foreign currencies are recognized in profit or loss.

23.19 Revenue recognition

The Group recognizes revenue as control is passed, either (i) over time when the customer simultaneously receives and consumes all of the benefits provided by the Group as the Group performs; or (ii) at a point in time when control is passed at a certain point in time as described below:

(a) Patient revenues

Patient revenue comprises the fair value of the consideration received or receivable from the sale of services in the ordinary course of the Group's activities, net of VAT (if applicable) and discounts.

The Group often provides discounts to underprivileged patients, senior citizens and employees. Discounts are presented within "Discounts" and deducted from gross revenues in profit or loss.

The Group classifies the patient revenues as in-patient, out-patient and emergency services.

In-patient, out-patient and emergency revenues are exempted from VAT, except for the sale of drugs and medicines arising from out-patient activities which are considered vatable transactions pursuant to the relevant provisions of the Consolidated Value-Added Tax Regulations of 2005 (Revenue Regulation 16-2005).

Patient revenues are recognized in the period when the services are rendered or when the Group has delivered products to the patient and the patient has accepted the products. In-patient, out-patient and emergency medical procedures are generally completed in a very short span of time and charges are captured and billed as of close of day. By the very nature of the services, no material performance obligation will remain uncompleted at each reporting period end, and thus, measuring the progress of the performance obligation is not considered necessary.

Professional fees of doctors included in the patient billing as required by BIR Revenue Regulation No. 14-2013 are recorded in a memorandum basis only as these are not revenues of the Group.

(b) Rent income

Rent income from lease of clinics and commercial spaces to doctors and concessionaires, respectively, under operating lease agreements are recognized on a straight-line basis over the term of the relevant leases and is shown within gross revenues in profit or loss.

(c) Interest income

Interest income on bank deposits and short-term placements which is presented net of final taxes paid or withheld, is recognized on a time-proportion basis using the effective interest method.

(d) Other income

Income from other services are recognized when rendered and when it is probable that the economic benefits will flow to the Group and the amount can be measured reliably.

23.20 Costs and expenses

Costs and expenses are presented in the profit or loss according to their function.

23.21 Leases

When the Group is the lessee

The Group recognizes leases as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use.

(i) Measurement of lease liabilities

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Group's leases, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received,
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held for entities which do not have recent third party financing, and
- makes adjustments specific to the lease (i.e., term, currency and security).

(ii) Measurement of right-of-use assets

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

While the Group revalues its land and buildings and building improvements that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use office and parking spaces held by the Group.

(iii) Extension and termination options

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is revised only if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

(iv) Short-term leases and leases of low-value assets

Payments associated with short-term leases and leases of low-value assets are recognized on a straight-line basis as an expense in the profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets (assets with value of P250 or less) comprise IT-equipment, vehicles, and small items of office furniture.

When the Group is the lessor

Leases where the Group does not transfer substantially all the risks and benefits of ownership of the asset are classified as operating lease. Operating lease payments received are recognized as an income on a straight-line basis over the lease term.

Refundable deposits

Refundable deposit to guarantee the faithful compliance of the lessee of all the terms and conditions of the contract and answer for the obligations at the end of the contract is initially recognized at fair value and subsequently measured at amortized cost using the effective interest method.

Refundable deposits are included in current assets (when the Group is the lessee) or liabilities (when the Group is the lessor), except when those are expected to be received more than 12 months after the reporting period which are classified as non-current assets or non-current liabilities.

23.22 Earnings per share

(a) Basic

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of common shares in issue during the year, excluding common shares purchased by the Group and held as treasury shares (Note 23.16).

(b) Diluted

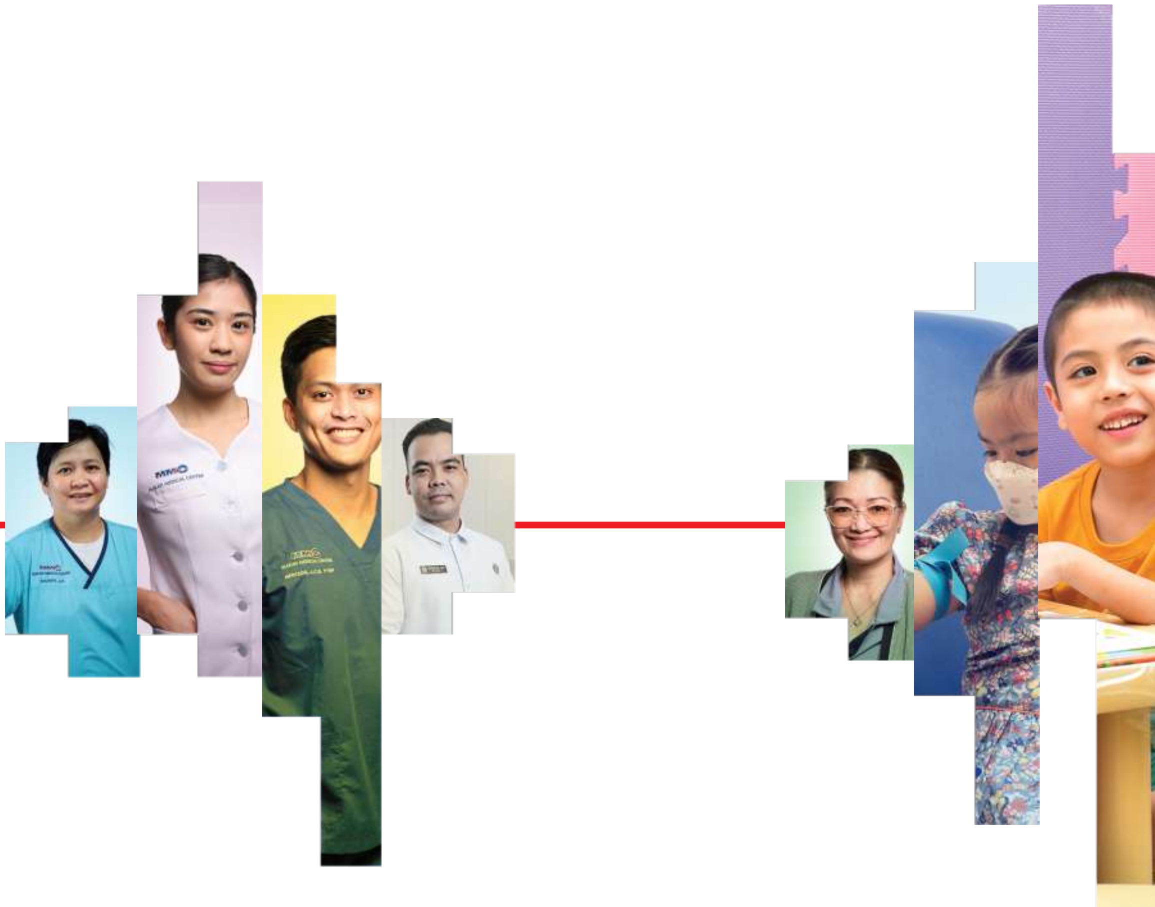
Diluted earnings per share is calculated by adjusting the weighted average number of common shares outstanding to assume conversion of all dilutive potential common shares at issue date.

23.23 Related party relationships and transactions

Related party relationship exists when one (1) party has the ability to control, directly, or indirectly through one (1) or more intermediaries, the other party or exercises significant influence over the other party in making financial and operating decisions. Such relationship also exists between and/or among entities which are under common control with the reporting enterprise, or between, and/or among the reporting enterprise and its key management personnel, directors, or its shareholders. In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

23.24 Subsequent events (or events after the reporting date)

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



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