

# 2024

Sustainability Report



MESSAGE FROM THE  
**President**

**JEFFREY P. YULO**  
President and Chief Executive Officer



To our **Alliance Select Community**:

As we look back on a successful year, I am proud to share that our company's economic performance in 2024 saw remarkable growth. This success is the result of several key factors: enhanced operational efficiencies, a better mix of customers and products, and a favorable supply of tuna, our primary raw material. These improvements solidified our position in the market and paved the way for a more promising future.

In line with our vision, we continue to live by our battlecry to **ACE the Future**:

**Accelerating Faster**  
**Collaborating Better**  
**Elevating Higher**

As we build on these guiding principles, we are adding a new dimension to our commitment: **We DO the extra mile**. We DO all we can - and then, strive harder to do even MORE to build on our momentum: Develop and train our people to ensure they grow alongside the company and are empowered to lead better lives. Improve performance across all our business units to deliver strong profits through quality products and services. Most importantly, we remain focused on **Protecting the Planet**, investing in sustainable development projects, and adhering to responsible operating practices.

Our dedication to these principles will drive us to new heights, ensuring that as we grow, we do so in a way that benefits not only our people and our business but also our communities and the environment.

Thank you for your continued trust and support as we move forward, together, toward a brighter, more sustainable future.

Sincerely,

Jeffrey P. Yulo  
**President and CEO**  
Alliance Select Foods International, Inc.

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# ABOUT THE Report

This report provides a comprehensive overview of the company's sustainability performance across four dimensions: Economic, Environmental, Social, and Governance (ESG), which are aligned and founded on our four pillars: Performance, Planet, People, and Governance, respectively. The report includes quantitative and qualitative assessments of the identified material topics, reflecting our ongoing commitment to sustainability and accountable business practices.

We cover data spanning from January 1, 2021 to December 31, 2024. Where the data is still in the process of collection and finalization, we indicate where information is pending and still under development. ASFII fully operates its production process locally; and as such, all metrics and indicators cover all of the company's segments of its operation.

In terms of our identified key topics, the Materiality Process section of this report details the specific material topics identified, assessed, and assigned priority based on perceived impacts on the business and the influence on our stakeholders' decision making.

## External Assurance

For this reporting period, ASFII has not engaged with a third-party for external assurance of its sustainability report. However, the ASFII is exploring options to engage a third party for external assurance in future reports.

## Cautionary Note on Forward-Looking Statements

In various sections of this report, the company lays out its short-term and long-term strategic goals, outlooks, future targets, commitments, and expectations. Understanding the volatility of market and environmental conditions, fish supply, local and international regulatory requirements, and geopolitical landscape, the company considers the potential deviation of the actual outcome from our envisioned outcomes. The company remains committed to adaptability, risk management, and continuous improvement.

On the Cover: ASFII's manufacturing facility in Brgy. Tambler, General Santos City

## Guiding Reporting Standard and Framework

Our sustainability report is prepared in accordance with the **Global Reporting Initiative (GRI)** Standards. The GRI framework is an internationally recognized standard providing clear, comparable, and consistent guidelines to track and report our ESG performance—primarily focused on impact materiality.

## Economic Dimension

Material Topic	Covered GRI Standards
Community Support	GRI 201-1, 203-1, 413-1
Profitability	GRI 201-1, GRI 416-2
Customer Management	GRI 102-43, 308-1, 416-1, 417-2
Sustainable Supply Chain Management	GRI 102-12, 203-2, 414-1
Responsible and Transparent R&D	GRI 416-2
Product Quality and Safety	GRI 404-1, 416-1

## Environmental Dimension

Material Topic	Covered GRI Standards
Climate Protection	GRI 302-1, 302-4, 302-5, 305-5, 305-7, 307-1
Energy Efficiency	GRI 302-1, 303-3
Protection of Ecosystems	GRI 304-1, 304-2, 304-3, 308-1
Waste Reduction	GRI 301-1, 301-2, 301-3, 306-2, 306-4, 413-1
Water Stewardship	GRI 303-2, 303-3, 303-4, 303-5, 306-2

## Social Dimension

Material Topic	Covered GRI Standards
Employee Security, Health, Safety, and Wellness	GRI 401-1, 401-2
Human Rights and Labor Practices	GRI 405-1, 407-1, 408-1
Occupational Health and Safety	GRI 403-2, 403-9, 403-10
People, Culture, and Leadership	GRI 404-1, GRI 405-1, 413-2
Workplace Diversity and Inclusion	GRI 405-1

## Governance Dimension

Material Topic	Covered GRI Standards
Employee Security, Health, Safety, and Wellness	GRI 401-1, 401-2
Human Rights and Labor Practices	GRI 405-1, 407-1, 408-1
Occupational Health and Safety	GRI 403-2, 403-9, 403-10
People, Culture, and Leadership	GRI 404-1, GRI 405-1, 413-2
Workplace Diversity and Inclusion	GRI 405-1

As illustrated, each of the identified material topics is mapped to the relevant GRI standards to ensure alignment on internationally-accepted standards and consistency of reported data with industry reporting norms. Our approach maintains transparency, accuracy, and comparability in the data monitored and presented, strengthening the credibility of our sustainability performance assessment.



*ASFI's manufacturing facility in Barangay Tambler, General Santos City*

## EXECUTIVE Summary

This Sustainability Report provides a comprehensive discussion of Alliance Select Foods International, Inc.'s (ASFI) performance and milestones for the year 2024. It demonstrates our operations' continuous and consistent commitment to sustainability, ethical responsibility, and social impacts. Last year, our operations reached a notable 63% increase in our revenues—equating to a total of \$56.5 million. This year, ASFI maintained its strong performance in the global seafood market, as consolidated net revenue grew by 28% to \$72.4mn.

Our operations remain guided by our value for ethical sourcing and sustainability. This is seen in our operations as we continued our partnerships with suppliers certified under the Earth Island Institute's Dolphin Safe program. Similar to the previous years, we have also been strictly compliant with all applicable and relevant policies to our operations. This not only aligns with our duty of marine conservation but also enhances our position as a player in sustainable seafood production.

In terms of research and development, 2024 saw progress by institutionalizing innovation and sustainability within the company. ASFI established a Technical Services Department to focus on innovative quality assurance, R&D, and laboratory services, among others. This shows our commitment to sustainability and social responsibility as it strengthens our food safety practices, introduces food and process innovations, maximizes production efficiencies and reduces waste.

Corporate Social Responsibility initiatives have also been a significant part of our sustainability in 2024. Through our social efforts and impactful programs, we continue to give back to the community. Particularly, these programs included partnerships with academic institutions, employee volunteer opportunities, and support for fisherfolk families through medical missions and feeding programs. Our stakeholders' warm feedback signals the positive impact of our programs.

This year, our workforce grew to 1,467 employees, which demonstrates our commitment to inclusion and diversity. ASFI remains consistent in prioritizing employee development, providing 80 hours of annual training per employee. We have also observed improvements in gender diversity in our workforce as a greater portion of women is currently occupying key positions within the company.

For our environmental performance, ASFI has accomplished some progress in resource efficiency and waste management. Keeping the momentum, we have continued our recycling efforts and have improved our rates for materials such as cans, paper, and plastics. Consistent with the previous years, we also strive to uphold our commitments to biodiversity conservation and reducing the environmental impact of our operations. Although we have recorded a considerable surge in our water consumption due to expansion of production volume, we remained compliant to regulatory standards with all our water and air emissions.

Governance and ethical practices have also been among the priorities for 2024. Guided by our Manual on Corporate Governance, we ensure transparency and adherence to regulatory standards. Our strong governance framework continues to strengthen our internal controls and good governance practices. To ensure that this feat prospers and extends to all of our employees, our policies are reiterated among them annually.

Looking ahead, we shall remain committed and continue bolstering our drive for sustainability initiatives and seek to expand our positive social and environmental impacts to the community. As such, we shall commit ourselves to exploring alternative energy solutions, further enhancing our community engagement programs, and reducing our carbon footprint. ASFI firmly believes that these dedicated efforts will be our drivers for growth and advancement, keys to sustainable success in the global seafood industry.



*Raw tuna ready for processing*

## A COMMITMENT TO SUSTAINABILITY, GROWTH, AND EXCELLENCE

At ASFII, we remain steadfast in our mission to create a sustainable future while driving innovation and performance. Over the past years, we have strengthened our environmental stewardship, expanded our community engagement, and upheld the highest standards of governance.

As a leader in sustainable tuna processing, we have integrated renewable energy and improved our wastewater facility in our push for responsible and eco-friendly operations. Our commitment to corporate governance has been acknowledged through industry awards, reinforcing our dedication to transparency and ethical business practices.

As we grow, so does our impact to the community. Our expanding internship programs and community partnerships empower the next generation while ensuring that our workforce thrives. With a consolidated net revenue increase of 28% to \$72.4mn in 2024 and ongoing advancements in operations, we are proving that sustainability and performance go hand in hand.

Looking ahead, ASFII will continue to champion innovation, environmental responsibility, and excellence. Together with our stakeholders, we are building a future that benefits not just our business, but the people and the planet we serve.



# KEY ACHIEVEMENTS & Milestones

## 2018

ASFII ranked: **NO. 1 IN THE PHILIPPINES AND NO. 1 IN INDONESIA** for sustainable tuna canning by Greenpeace Southeast Asia.



## 2022

ASFII began **integrating solar energy** into operations and transitioning to LED lighting.

ASFII **upgraded its wastewater treatment facility**.

ASFII finalized and disseminated its Data Privacy Policy to **strengthen cybersecurity measures**.



## 2024

**Consolidated Net Revenue grew by 28%, driven by growth in volume and customer base.**

For the second consecutive year, ASFII won the **ACGS Golden Arrow Award** for excellence in corporate governance.

ASFII implemented improvements to its energy and waste management systems, and enhanced community engagement.



ASFII ranked: **NO. 1 IN THE PHILIPPINES NO. 3 IN SOUTHEAST ASIA** for sustainable tuna canning by Greenpeace Southeast Asia.

## 2020



**Revenue grew by 63% to \$56.5 million**, driven by increased production.

ASFII **maintained a Greenpeace GREEN rating** from the DENR.

ASFII received the **SBPS Baybay Award** from the Sarangani Bay Protected Seascape for environmental stewardship.

ASFII **expanded its internship program** with Bawing National High School and community engagement projects.

ASFII won the **ACGS Golden Arrow Award** for excellence in corporate governance.

ASFII **expanded its manufacturing operations**.

## 2023





## COMPANY **Overview**



### **Location of Headquarters**

*Suite 3104 A West Tower, Tektite Towers (formerly Philippine Stock Exchange Center), Exchange Rd., Ortigas Business District, Pasig City, 1605*

### **About the Company**

Alliance Select Foods International, Inc. (ASFII or the "Parent Company"), a publicly-listed corporation under Section 17.2 of the Securities Regulation Code (SRC), was incorporated in the Philippines and registered with the Securities and Exchange Commission (SEC) on September 1, 2003.

The Parent Company is primarily engaged in the business of manufacturing, canning, importing and exporting of food products such as marine, aquaculture and other processed seafoods. Its shares have been listed in the Philippine Stock Exchange (PSE) since November 8, 2006.

# OUR Subsidiaries

Name of Subsidiary	% of Ownership	Nature of Business	Principal Place of Business
Big Glory Bay Salmon and Seafood Company, Inc. (BGB)	100	Salmon and other seafood processing	Philippines
PT International Alliance Food Indonesia (PTIAFI)	99.98	Export Trading	Indonesia
Alliance MHI Properties, Inc. (AMHI)	98.89	Leasing	Philippines

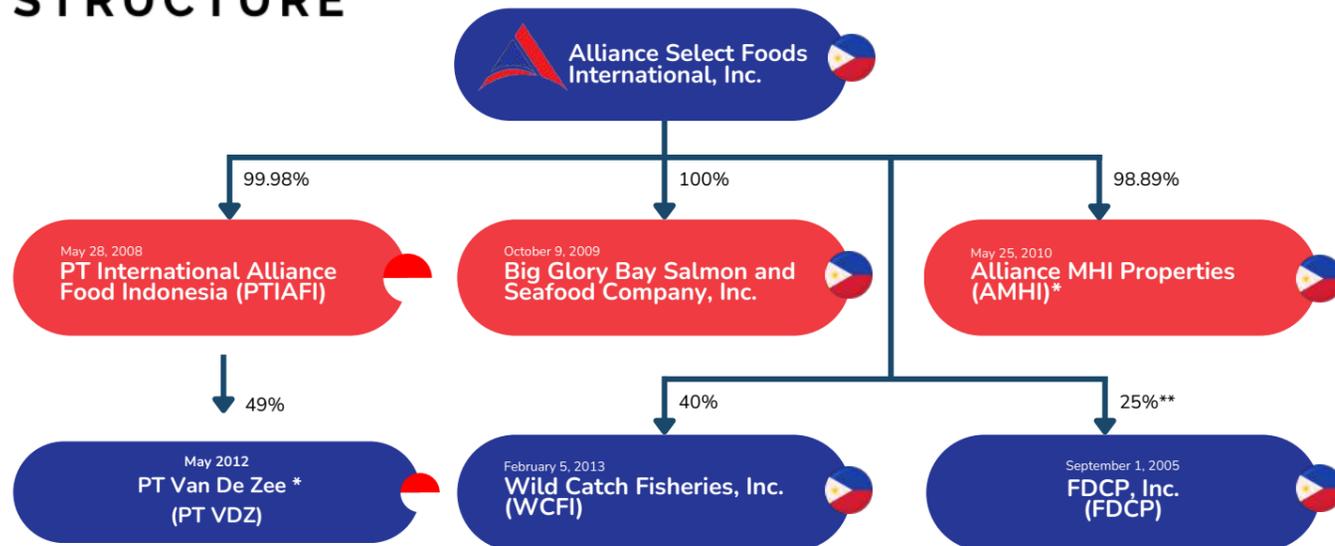
**BGB** BGB has plant facilities that are located in Barangay Tambler, General Santos City. BGB imports salmon from New Zealand, Chile and Norway, among others. The smoked salmon products from BGB are sold locally and abroad.

**PTIAFI** PTIAFI was established under the Indonesian Foreign Capital Investment Law and is primarily engaged in canned fish processing exclusively for the international market.

On October 18, 2019, PT AIFI changed its core business operations to export trading, and sold its fixed assets in North Sulawesi, Bitung, Indonesia. PTIAFI is currently not in operation.

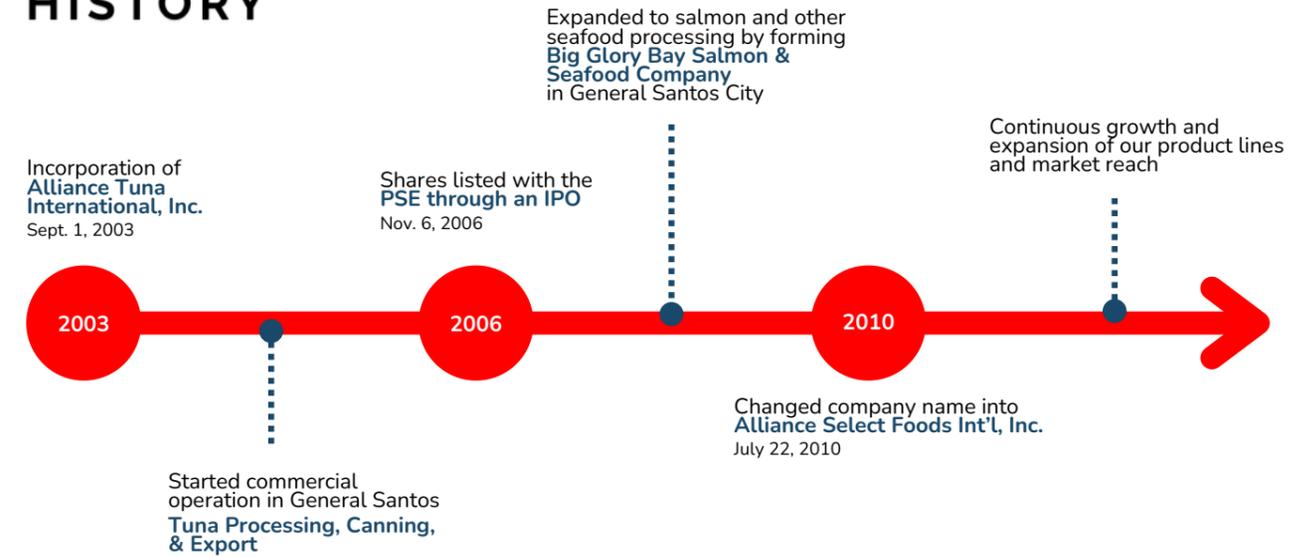
**AMHI** AMHI is a property holding company registered at Purok Saydala, Brgy. Tambler, General Santos City.

## COMPANY STRUCTURE



\* On August 12, 2024, the voluntary dissolution of PT VDZ was completed, and its registration removed from the Indonesian Corporate Register.

## COMPANY HISTORY



## OUR VISION, MISSION, AND CORE VALUES

### Vision

Alliance Select Foods International Inc. (ASFII) strives to become the trusted partner for world-class seafood products. We are committed to delivering best value to its employees, customers, and shareholders by maintaining excellence, sustainability, and innovation in its operations.

### Mission

ASFII's mission is built on three key pillars: People, Performance, and Planet. The company invests in developing and training its workforce, recognizing that employee growth is essential to success. We are dedicated in achieving strong business through offering high-quality products and services. ASFII upholds its responsibility to the planet by supporting sustainable development projects that benefit the community.

- People:** We develop and train our people to help them have a better life as we grow
- Performance:** We aim to deliver strong profits across all our businesses through quality products and services
- Planet:** We give back to the community through sustainable development projects and responsible operating practices

### Core Values

ASFII operates based on four core values: Integrity, Accountability, Concern, and Teamwork.

**Integrity** ensures that we conduct our business with honesty and strong moral principles.

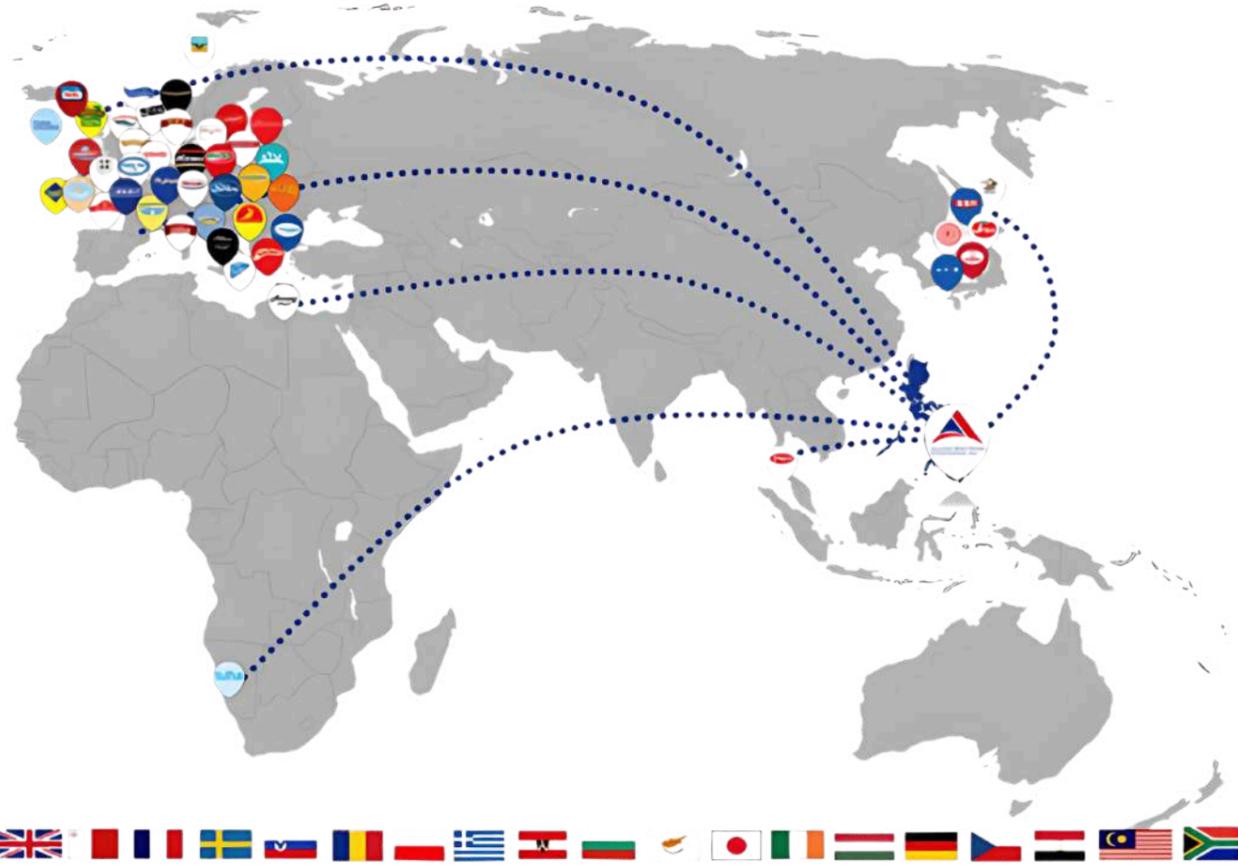
**Accountability** means taking responsibility for our actions and decisions.

**Concern** reflects our dedication to the well-being of employees, customers, and communities.

**Teamwork** fosters collaboration, allowing us to work towards a shared goal and achieve success together.



## OUR BRANDS



**The Parent Company's key business activity is the processing, canning, and export of tuna. It exports its products to Europe, America, Asia, Africa, and the Middle East.**

The brands we produce:



## OUR PRODUCTS

### Tuna

ASFII procures tuna from multiple sources and offers a diverse range of processed tuna products, including canned tuna, tuna in pouches, frozen tuna loins, and a premium line marketed under the Bay of Gold brand. The company serves institutional and retail sectors. Institutional cans and pouches are typically used in restaurants, hotels and commissaries. ASFII tollpacks for wholesalers, distributors and other food companies under their own brands.



ASFII produces canned tuna



ASFII Subsidiary BGB processes salmon

### Salmon

ASFII subsidiary BGB specializes in processing various salmon species into smoked or premium cut products for both retail and institutional customers. These products are chilled or frozen and vacuum packed in different cuts and weights. They are sold in retail stores under the Prime New Zealand, Gold Standard and Superfish brands.

### Fish Oil

As part of the tuna recovery process, ASFII extracts precious fish oil from all parts of the pre-cooked tuna especially the head. Fish oil is highly packed with key nutrients needed for animal feed, but can be further refined for human consumption. ASFII currently produces approximately 24,500 kg of crude oil per month, supplying local agricultural businesses and food processors.

### Fishmeal

Fishmeal is a by-product of tuna and salmon processing operations. It is commonly used as an additive or primary ingredient in animal feeds. By manufacturing fishmeal, ASFII maximizes the use of fish processing waste, creating value and driving sustainability.

## CERTIFICATIONS



# GLOBAL AND LOCAL Landscape

## 2024 Trends

**The tuna industry has been a prominent sector within the seafood market, driven by - increasing demand for protein-rich food, evolving consumer preferences, and advancements in sustainable fishing practices.**

With a market value of \$34.23 billion in 2023, it is projected to grow to \$40.04 billion by 2028. Tuna is one of the most consumed meat/ protein products worldwide. This growth is fueled by urbanization, health-conscious consumers, improved distribution channels and affordability of seafood products. As the world population rises, expected to reach 8.5 billion by 2030, demand for affordable and nutritious protein sources like tuna is set to grow.

Top 5 canned tuna exporters in 2023 were Thailand, Ecuador, China, Spain, and the Netherlands. Thailand remains to be the biggest, with over US\$2.08 billion in exports.

**The US remains to be the world's largest tuna importer with import value of US\$1.18 billion (13.48%) followed by Italy, Spain, France and Germany having a combined import value of US\$2.82 billion or 32.2% of global tuna imports.**

Within the industry, canned tuna is particularly popular, valued at \$18.76 billion in 2022 and expected to grow at a 4.5% CAGR until 2030. Convenience and affordability make canned tuna a staple in many households and companies are subsequently introducing healthier variations such as oil-free and ready-to-eat meals to cater to changing dietary preferences.

**It is important to understand that while consumer demand and market expansion continue to drive growth—sustainability concerns, regulatory challenges, and emerging alternatives will determine its long-term success.**

Companies should prioritize sustainable fishing, technological innovation, and adaptability to changing consumer trends so that they may emerge as key players in shaping the industry's future.

**\$34<sup>B</sup>**

Market Value of the  
Tuna Industry

These projections are based on the estimates of  
**The Business Research Company.**

**\$40<sup>B</sup>**

Projected Market Value,  
Tuna Industry (by '28)



## Tuna Supply Constraint

Despite a more stable inflation environment in 2024, with a recorded average rate of 3.21%, the local tuna industry faced significant headwinds attributed to increasing raw material costs. Based on the recent Fisheries Report from the PSA, our domestic fisheries sector recorded a 5.0% decline in production, and skipjack tuna—one of our primary raw materials along with yellowfin tuna—have seen a 19.1% drop in volume in the fourth quarter of 2024. Aggravated by the contraction in supply, market prices for raw tuna are higher, which places cost pressures on our operations and the broader canning industry.

As one of the country's leading tuna processors, we stand vigilant in bridging over these challenges. The rising costs of our inputs may compress margins unless adjusted pricing strategies are implemented. Further, while the annual inflation rate has stabilized, consumers remain price-sensitive, likely influencing demand patterns, particularly for our value-added and premium tuna products. While we have various partners and suppliers overseas, the decline in local supply presents risks to our export business, materializing as constraints to our ability in meeting global demand.

Local regulatory requirements imposed on tuna fishing have also influenced supply availability and production. Since 2019, the Philippines had a combined required limit of 42,000 fishing days for purse seine fishing within the Philippine Exclusive Economic Zone (EEZ) and the adjacent seas. After the implementation of FAO No. 236 Series of 2023, the restriction was restructured, allocating 36,540 fishing days for the Philippine EEZ and 5,460 fishing days and the adjacent high seas.

Understanding that a considerable portion of the company's tuna supply is sourced locally, these regulatory shifts could result in further strains to our supply levels. With the reduced fishing capacity in adjacent high seas, combined with the declining catch volumes, may lead to higher procurement costs and a tighter competition for raw materials. Additionally, seasonal fishing bans and similar conservation measures could create short-term supply gaps, further challenging the continuity of our production.

## Competition

The Philippine tuna canning industry is highly competitive. Domestically, there are 8 major companies engaged in the tuna canning industry. Excluding ASFII, six are situated in General Santos City—our country's tuna capital. This geographical concentration makes sourcing more competitive. Despite these existing challenges, our company differentiates itself through product innovation, quality assurance, and a diversified sourcing strategy. While local fisheries take up a considerable portion of our input supply, ASFII also sources fish overseas, which provides us with greater flexibility in supply chain management.

**3.2%**

Average Inflation Rate,  
2024

**5.0%** ▼

Decline in domestic fisheries  
production (PSA, 2024)

**19.1%** ▼

Drop in skipjack tuna  
production in Q4 (PSA, 2024)

## WHERE WE CAN EXPAND **Opportunities**

Alliance Select Foods International, Inc (ASFII) stands as a dynamic example of a corporation aligning profitability with sustainability. In an era where Economic, Environmental, Social, and Governance (EESG) priorities are shaping corporate strategies, ASFII's trajectory offers compelling opportunities across these dimensions to reinforce its leadership and long-term growth.

### Performance Pillar **Towards a sustainable supply chain**

ASFII's economic strategy revolves around market diversification, resource efficiency, and operational excellence, positioning it for long-term profitability and industry leadership.

#### **Sustained Revenue Growth Through Market Diversification**

ASFII's 28% consolidated net revenue growth in 2024 highlights its ability to respond to increasing demand for its canned and pouch tuna products. By exploring premium and sustainable seafood markets, the company can meet evolving consumer preferences, infiltrate emerging markets, and solidify its reputation as a trusted brand in the industry.

#### **Innovative Resource Utilization and Economic Sustainability**

The corporation's investments in energy-efficient technologies, such as LED lighting and solar energy, enhance profitability by reducing operational costs. Additionally, ASFII's innovative use of processing by-products, like fishmeal and fish oil, showcases its commitment to waste minimization while unlocking new revenue streams that bolster economic resilience.

#### **Operational Excellence and Global Competitiveness**

ASFII's robust financial performance enables strategic investments in automation and advanced processing equipment. These enhancements drive scalability, improve production processes, and reinforce competitiveness in the global seafood market. A continued emphasis on cost management and efficiency ensures maximized value for stakeholders and sustained growth.

## Environmental Pillar **Environmental leadership and best practices**

The company exemplifies environmental leadership through innovative practices and strategic investments aimed at reducing its ecological footprint. By prioritizing renewable energy, advanced waste management, and sustainable sourcing, ASFII demonstrates its commitment to preserving the environment and ensuring operational sustainability.

#### **Renewable Energy Integration**

ASFII's installation of a 600 kW solar power system at its General Santos facility significantly reduces reliance on fossil fuels, cutting carbon emissions by over 4,100 tons annually. This initiative not only supports global climate goals but also highlights opportunities for further renewable energy adoption to meet expanding operational needs sustainably.



Solar power system of the ASFII plant in General Santos City

#### **Wastewater Management and Resource Efficiency**

The corporation's investment in Dissolved Air Flotation systems and sludge dewatering technologies allows it to treat 1,200 cubic meters of wastewater daily, reducing environmental impact. Building on this, ASFII can explore advanced recycling technologies and implement water reuse systems to conserve vital resources and further enhance sustainability.

#### **Sustainable Seafood Sourcing and Marine Biodiversity**

ASFII's support for Fish Aggregating Devices (FAD) - free tuna reflects its dedication to preserving marine biodiversity and minimizing by-catch. Scaling these practices through certifications and partnerships can solidify ASFII's leadership as a global advocate for responsible seafood sourcing.



## People Pillar Emphasis on workforce well-being

Alliance Select Foods International, Inc. (ASFII) extends its commitment to social impact through initiatives that prioritize community engagement, employee well-being, and inclusive workplace practices. By fostering a culture of care and collaboration, ASFII strengthens its ties with stakeholders while driving productivity and morale.



### Innovative Resource Utilization and Economic Sustainability

The establishment of vegetable gardens within ASFII's facilities provides organic vegetables for employee meals, promoting health and sustainability. Expanding these programs to include comprehensive wellness initiatives, such as fitness and mental health support, can further enhance employee morale, productivity, and engagement.

### Innovative Employee Wellness Programs

ASFII emphasizes the importance of human capital by ensuring safe and inclusive workplaces. Through training programs, diversity initiatives, and health and safety measures, the company creates an environment where employees can thrive. Strengthening these efforts with leadership development and workforce engagement initiatives fosters long-term employee satisfaction and retention.

### Community Engagement & Environmental Awareness

ASFII's initiatives, such as coastal clean-ups and partnerships with local cooperatives, demonstrate its dedication to environmental preservation and social cohesion. These efforts foster a shared sense of responsibility among employees and communities, reinforcing ASFII's role as a socially responsible corporate leader.

## Governance Pillar Ensuring regulatory compliance

ASFII places governance at the core of its corporate strategy, embodying transparency, ethical conduct, and global standards compliance. With a strong foundation of integrity and accountability, ASFII is well-positioned to continue leading the seafood industry while setting benchmarks for sustainable and impactful corporate practices.

### Commitment to Transparency and Ethical Practices

ASFII's recognition, including awards like the ACGS Golden Arrow, highlights its adherence to transparency and ethical business conduct. Its zero-tolerance policy for corruption, coupled with comprehensive anti-corruption training, ensures accountability across its operations. Extending these standards to partners strengthens the corporation's value chain and reinforces trust among stakeholders.

### Leveraging Technology for Enhanced Governance

The adoption of advanced digital systems for data management, analytics and regulatory compliance provides ASFII with real-time oversight and operational efficiency. Embracing technological innovation in governance practices can further streamline operations and safeguard the company's reputation in an increasingly competitive landscape.

## Sustainability-Driven Strategic Planning

ASFII's proactive ESG materiality assessments enable the corporation to identify and address emerging risks and opportunities effectively. By integrating sustainability into its strategic planning, ASFII aligns its objectives with stakeholder expectations and global best practices, attracting environmentally conscious investors and reinforcing its leadership in sustainable seafood production.

ASFII exemplifies how a corporation can thrive by intertwining innovation, responsibility, and growth. Its EESG-driven approach empowers the company to lead in the seafood industry while contributing positively to society and the environment. As ASFII continues to evolve, it remains a beacon of how purpose-driven strategies can forge resilient businesses and inspire broader industry transformation. Through steadfast commitment to its principles and adaptive foresight, ASFII not only enhances its market position but also sets a precedent for sustainable corporate practices.

**ACGS Golden Arrow**  
ASFII was awarded the ACGS Golden Arrow in 2023 and 2024.



## CHALLENGES AHEAD

# Risks

### The Rising Price of Tuna

Until 2024, Alliance Select Foods International, Inc. (ASFII) continues to experience challenges in its fish supply and fish price fluctuations. As demand consistently grows while domestic supply has contracted, the price of our primary raw material has increased. The rise in procurement costs may have negative implications to our margins. To minimize this risk, the company will expand its supply network, address supply chain inefficiencies and negotiate better trading terms with suppliers and partners.

### Operation and Safety

Maintaining high product quality and safety is crucial to the business. Product recalls, legal action, and financial penalties can be caused by any perceived or real oversight. To minimize these risks, we added the Technical Services Manager role and established a Food Safety Council to drive accountability. We prioritize continuous and consistent improvement in research, compliance and quality control. Regular risk assessments are conducted at the production plants as a means of ensuring alignment with evolving safety standards. The Food Safety and Quality Management System (FSQMS) consistently undergoes audits by independent certification bodies to meet both international as well as internal regulatory requirements. BRC, MSC, BSCI, HACCP, GMP, and halal accreditation are the key certifications included.

### Law & Regulation Risks

Non-compliance with laws and regulations can have a drastic impact on the business. By operating under strict legal requirements and ensuring to cover all aspects such as production, distribution, labeling, safety, supply chain, environmental impacts, labor practices, and data protection. The legal and compliance team oversees all regulatory requirements, provides legal guidance, and conducts regular training to keep the organization up to date on any changing/evolving law and requirements to ensure compliance.



***“We do all we can to build on our momentum.”***

**Jeffrey P. Yulo**, President & CEO

### Cyber Incidents & Information Security Disruptions

The business depends on not only efficient but also secure information systems for operations, customer interactions, management of inventory, and any regulatory compliance. Possible disruptions of operations could include cyber incidents, system malfunctions, or security breaches. Each of these could also compromise sensitive data regarding the company and its operations. A means of minimizing these risks, strict IT and data privacy policies are enforced, investments have been made in network security, disaster recovery, and employee training. Along with this, continuous enhancement of cyber security measures are being implemented to prevent unauthorized access as well as avoid data loss.

### Climate Change

Climate change and extreme weather events bring along risks to the companies facilities, supply chain, and product demand. To reduce these challenges, commitment to responsible operations, as well as the implementation of initiatives for water conservation, waste reduction, emission control, and disaster risk management have been set in place. Employees are encouraged to actively contribute to the environmental safety goals, strengthening commitment to corporate responsibility and sustainability.

# THE COMPANY'S DRIVERS Stakeholder Engagement

ASFII recognizes that effective stakeholder engagement is crucial for maintaining trust, enhancing transparency, and fostering sustainable business growth. By actively engaging with key stakeholders, we gain valuable insights that help us align our business strategies with evolving expectations, regulatory requirements, and sustainability commitments.



Team Building at ASFII's 2024 National Convention in Polomolok

Alliance Select Foods International, Inc. believes that

**Creating Value for our customers and business partners is the core objective and driver of the Company's bottom line.**

## Stakeholder Groups and Engagement Approaches

ASFII interacts with a diverse set of stakeholders, each with unique interests and concerns. The table below outlines our key stakeholder groups, their primary areas of interest, and our engagement mechanisms:

Stakeholder Group	Key Interests	Engagement Methods	Initiatives and Outcomes
Employees	<ul style="list-style-type: none"> <li>Workplace Safety</li> <li>Employee Security, Well-Being, Fair Wages, Diversity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Training SessionsTown HallsEmployee Feedback SurveysWellness Programs</li> </ul>	<p><b>Enhanced Workplace Safety and Employee Well-Being</b> Feedback from employees led to improved safety measures, expanded mental health programs, and increased wellness initiatives.</p>
Customers	<ul style="list-style-type: none"> <li>Product Quality and Safety,</li> <li>Ethical Sourcing, Service Reliability</li> </ul>	<ul style="list-style-type: none"> <li>Customer Feedback MechanismsRegular CommunicationProduct Updates</li> </ul>	<p><b>Strengthened Customer Relationships</b> Regular engagement with customers resulted in refined product safety standards, improved customer service, and greater supply chain transparency.</p>
Shareholders & Investors	<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Regulatory Compliance</li> <li>Corporate Governance</li> <li>ESG Risks</li> </ul>	<ul style="list-style-type: none"> <li>Investor Briefings</li> <li>Financial reports</li> <li>Annual Meetings</li> <li>Sustainability Disclosures</li> </ul>	<p><b>Strengthened Investor Relations and Financial Transparency</b> Improved ESG disclosures, regular financial updates, and stronger governance practices enhanced shareholder engagement, ensuring alignment with investor expectations and sustainable growth strategies.</p>
Suppliers & Business Partners	<ul style="list-style-type: none"> <li>Ethical Sourcing, Sustainable Supply Chain,</li> <li>Compliance With Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Assessments</li> <li>Audits</li> <li>Training Programs</li> <li>Collaborative Sustainability Initiatives</li> </ul>	<p><b>Sustainable Supply Chain Initiatives</b> Close collaboration with suppliers encouraged the adoption of responsible sourcing practices and strengthened ethical compliance programs.</p>
Regulatory Bodies	<ul style="list-style-type: none"> <li>Compliance With Industry Regulations, Food Safety,</li> <li>Labor Practices,</li> <li>Environmental Impact</li> </ul>	<ul style="list-style-type: none"> <li>Compliance Reporting</li> <li>Industry Forums</li> <li>Government Consultations</li> <li>Regulatory Audits</li> </ul>	<p><b>Regulatory Compliance and Industry Alignment</b> Active participation in regulatory discussions ensured ASFII remained compliant with evolving industry standards and government policies.</p>
Local Communities	<ul style="list-style-type: none"> <li>Community Development, Environmental Responsibility, Social Contributions</li> </ul>	<ul style="list-style-type: none"> <li>CSR ProgramsCommunity PartnershipsStakeholder Dialogues</li> </ul>	<p><b>Community Development</b> Programs Increased engagement with local communities led to expanded corporate social responsibility (CSR) initiatives, including environmental conservation projects.</p>

## Looking Ahead

ASFII remains committed to enhancing stakeholder dialogue and ensuring that engagement efforts continue to drive meaningful impact. Moving forward, we will strengthen collaboration with key stakeholders, integrate their feedback into business strategies, and advance our sustainability commitments to create long-term value for all.

# UNDERSTANDING OUR PRIORITIES

# The Materiality Process

The Rising Price of Tuna

## Alliance Select Foods International, Inc. (ASFII) integrates sustainability into its core business strategy

ensuring long-term value creation for stakeholders while addressing Environmental, Economic, Social, and Governance (EESG) challenges. The 2024 Materiality Impact Assessment identifies and prioritizes the ESG issues that significantly affect business operations and stakeholder decision-making.

This assessment serves as a guiding framework for ASFII's sustainability initiatives, risk management, and corporate governance practices, aligning them with stakeholder expectations and regulatory standards.

## Methodology

ASFII's materiality assessment evaluates two critical dimensions for each EESG topic:

- 1 Influence on Stakeholder Assessment & Decision-Making** referring to the extent to which a topic affects key stakeholders, including investors, customers, regulators, employees, and communities.
- 2 Significance of Economic, Environmental & Social Impacts** which is defined as the level of impact a topic has on the company's financial stability, operational performance, regulatory compliance, and sustainability goals.

Each identified material topic was rated based on these dimensions, categorizing them into high-, moderate- or low-priority issues.

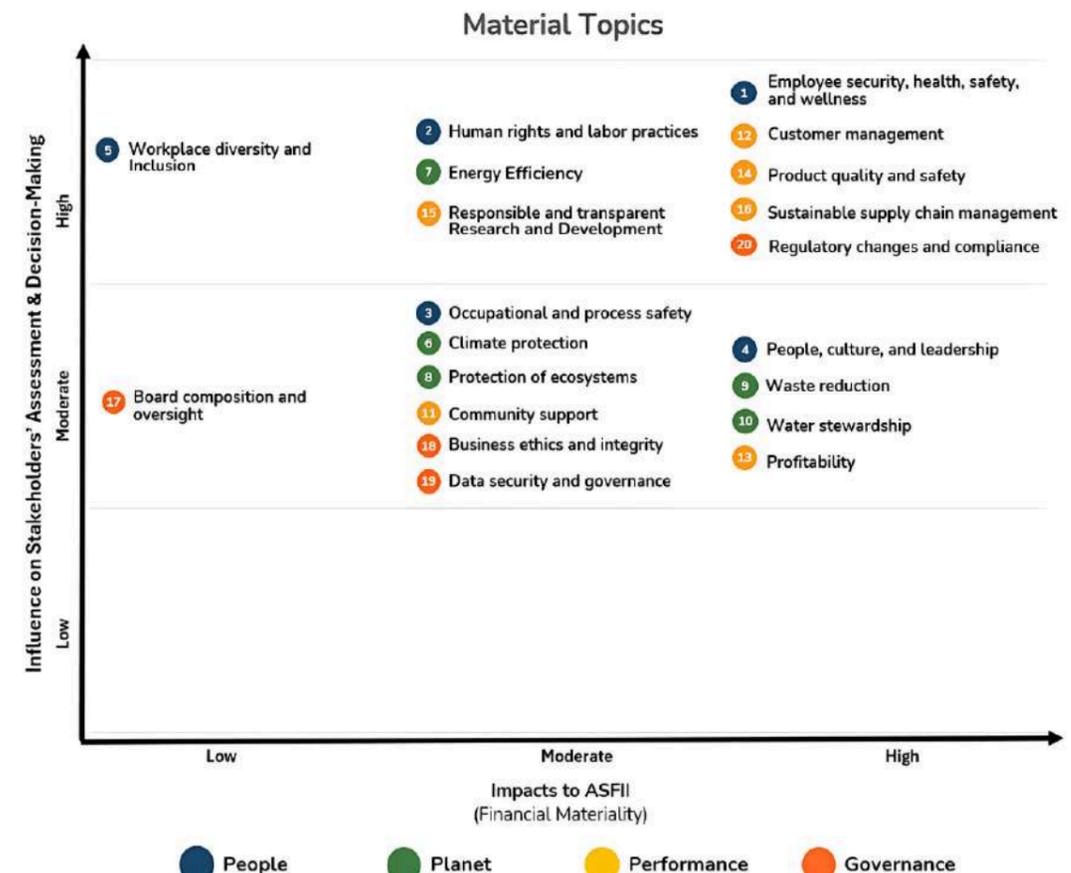
## Our Four Pillars

Each topic was categorized under four key pillars:

- PEOPLE** (The Social Dimension) includes areas related to **employee well-being, workplace conditions, and social impact.**
- PLANET** (The Environmental Dimension) encompasses topics addressing **environmental sustainability and resource management.**
- PERFORMANCE** (The Economic Dimension) covers topics linked to **financial stability, product quality, and operational resilience.**
- GOVERNANCE** (The Corporate Governance Dimension) involves areas concerning **ethics, compliance, and corporate governance.**

## The Materiality Matrix

From the conducted assessment guided by the framework above, the company has mapped its materiality matrix based on its impact on the company and influence on stakeholders.



# DEFINING OUR MATERIAL TOPICS

## People Pillar: Emphasis on Workforce Well-being

Topics	Definition	Assessment
<b>Employee Security, Health, Safety, and Wellness</b>	Ensuring a safe workplace to enhance productivity, regulatory compliance, and employee well-being.	<b>High Priority</b> Aligned with its mission to develop and support its people, ASFII recognizes the role of ensuring workplace safety in enhancing employee satisfaction. Furthermore, committing to building a safe workplace leads to higher employee morale, retention, and productivity.
<b>Human Rights and Labor Practices</b>	Ensuring fair labor practices and compliance with ethical employment standards.	<b>Moderate Priority</b> ASFII values integrity and accountability, committed to making fair labor practices fundamental. By safeguarding ethical treatment of its workers, the company also mitigates risks tied to legal issues and negative stakeholder perception.
<b>Occupational and Process Safety</b>	Mitigating risks in workplace operations to protect employees and reduce liabilities.	<b>Moderate Priority</b> Implementing strong safety measures prevents unwanted events and accidents that could impede ASFII's commitment to a safe workplace. By ensuring that workers and communities are protected, ASFII also addresses regulatory compliance and promotes operational sustainability.
<b>People, Culture, and Leadership</b>	Strengthening leadership and employee engagement to drive innovation and performance.	<b>Moderate Priority</b> ASFII's mission emphasizes people development. Continuing its efforts to advance and retain talent is crucial in strategic success, enhancing performance, and innovation.
<b>Workplace Diversity and Inclusion</b>	Strengthening leadership and employee engagement to drive innovation and performance.	<b>Low Priority</b> As a company that has concern and teamwork among its core values, ASFII recognizes the importance of diversity and inclusion in its workforce. While the financial impact is found low, it is still understood that allowing an inclusive workforce fosters employee satisfaction and enhances brand reputation.
<b>Workplace Diversity and Inclusion</b>	Strengthening leadership and employee engagement to drive innovation and performance.	<b>Low Priority</b> As a company that has concern and teamwork among its core values, ASFII recognizes the importance of diversity and inclusion in its workforce. While the financial impact is found low, it is still understood that allowing an inclusive workforce fosters employee satisfaction and enhances brand reputation.

## Planet Pillar: Growing Environmental Concern

Topics	Definition	Assessment
<b>Climate Protection</b>	Reducing carbon footprint and enhancing sustainability initiatives to comply with environmental regulations.	<b>Moderate Priority</b> While a recipient of recognitions for its sustainable practices (e.g., Greenpeace-green-rated cannery and SBPS Award), the company continues to commit itself to reducing its carbon footprint through adoption of renewable energy sources.
<b>Energy Efficiency</b>	Managing energy consumption to optimize costs and lower environmental impact.	<b>Moderate Priority</b> Since 2022, ASFII has started adopting solar energy sources to lessen its use of electricity and diesel. Nonetheless, as the number of its equipment and plant operations expand, the company recognizes the need to adopt methods that will enhance energy efficiency.
<b>Protection of Ecosystems</b>	Preserving biodiversity and minimizing ecological footprint through responsible resource management.	<b>Moderate Priority</b> Although the company has taken various initiatives to reduce its impact to its community's biodiversity, ASFII's operations still contribute to air emissions, use of nonrenewable energy sources, and fish depletion. As such, it must continue to ensure that its operations are compliant with the regulatory requirements and are continuously improved for efficiency and environmental preservation.
<b>Waste Reduction</b>	Implementing sustainable waste management practices to enhance operational efficiency.	<b>Moderate Priority</b> In its production, ASFII generates solid wastes from rejected cans, cartons, and plastic shrink wraps. Hence, it is important that the company locates methods such that these materials are disposed properly or recycled.
<b>Water Stewardship</b>	Implementing sustainable water management practices to enhance operational efficiency.	<b>Moderate Priority</b> Water remains to be an essential resource for the equipment and machineries used by the company. Hence, to increase efficiency, ASFII continues to have more initiatives in reducing water consumption such as shifting to small-diameter hoses, tray washers, and adopting other methods to thaw fish.

## Performance Pillar: Towards a Sustainable Supply Chain

Topics	Definition	Assessment
<b>Community Support</b>	Strengthening corporate social responsibility (CSR) initiatives to contribute to local communities.	<b>Moderate Priority</b> ASFII firmly believes that it is to their mutual benefit to support the communities that provide opportunities for its operations through corporate social responsibility projects including its scholarship and adopt-a-school programs. In continuing this mission, the company holds considerable importance to this topic.
<b>Customer Management</b>	Maintaining high customer satisfaction and reliable supply to protect market share and financial stability.	<b>High Priority</b> Since 2019, the company has not received any complaints regarding health and safety, marketing, and customer privacy. To ensure that this trend persists, ASFII shall continue its efforts in becoming fully compliant of the government requirements in food processing, data privacy, and labelling.
<b>Profitability</b>	Sustaining financial health to ensure business continuity and investor confidence.	<b>Moderate Priority</b> To continue its business operations, the company must ensure that its economic performance remains viable and profitable in the long-run. Subject to changes in prices of direct materials and market price of fish, the company recognizes profitability as a priority in its operations.
<b>Product Quality and Safety</b>	Upholding stringent safety standards to comply with regulations and ensure consumer trust.	<b>High Priority</b> The company provides high regard to ensuring that all products offered have undergone all necessary processes pursuant to regulatory requirements to ensure that they are at high quality and safe for processing or consumption. As the regulations continue to be stringent, ASFII shall also be consistent in complying with their requirements.
<b>Responsible and Transparent R&amp;D</b>	Ensuring ethical innovation and transparency in research and development.	<b>Moderate Priority</b> ASFII recognizes the role of research and development in improving its operations and product quality. Hence, the company continues to look for ways to integrate innovations in its production.
<b>Sustainable Supply Chain Management</b>	Embedding sustainability in procurement to manage regulatory risks and ethical sourcing.	<b>High Priority</b> As the globe continues toward its strides to sustainability, both our clients and investors expect our operations to shift towards environmentally and socially responsible production—extending to our partners and suppliers.

## Governance Pillar: Ensuring Regulatory Compliance

Topics	Definition	Assessment
<b>Board composition and oversight</b>	Strengthening governance structures to support strategic decision-making.	<b>Low Priority</b> The company is a recipient of the ACGS Golden Arrow Award as a top publicly-listed company in corporate governance in 2023, which exhibits conformance to the regulatory and intentionally-recommended corporate governance standard. Hence, ASFII recognizes its duty to maintain this status and continue its excellence in corporate governance.
<b>Business ethics and integrity</b>	Upholding ethical standards to maintain trust and prevent reputational risks.	<b>Moderate Priority</b> ASFII holds high regards in ensuring that all segments of its operations are in compliance with regulatory requirements including working conditions to its fishing practices.
<b>Data security and governance</b>	Implementing robust cybersecurity measures to safeguard company and customer data.	<b>Moderate Priority</b> With the increase in the threat to cybersecurity, ASFII's digitally-stored information, website, and digital systems may be vulnerable. As such, the company acknowledges the need for more stringent data security standards and protocol.
<b>Regulatory changes and compliance</b>	Adapting to evolving regulations to mitigate financial and legal risks.	<b>High Priority</b> While ASFII has been consistently compliant with the regulations imposed relevant on its operations, the company continues to recognize the potential changes in these requirements that can entail increased costs—or, in the case of non-compliance, financial liabilities and regulatory penalties.



ECONOMIC DIMENSION

# Performance Pillar

TOWARDS A SUSTAINABLE  
SUPPLY CHAIN



ALLIANCE SELECT FOODS  
INTERNATIONAL, INC.



## Sustainable Supply Chain Management

GRI 102-12, 203-2, 414-1

High Priority

To ensure that Alliance Select Foods International, Inc. (ASFII) keeps pace with global sustainability standards,

**initiatives are implemented to direct its operational and supply chain activities towards environmental, social and ethical processes.**

ASFII is committed to establishing and maintaining safe and fair working conditions, equitable agreements and ethical fishing methods. Our tuna sourcing practices are guided by stringent policies and procedural guidelines that require all supply chain segments to comply with ethical and regulatory requirements.



Performance Pillar  
Sustainable Supply Chain Management

### Ethical Responsibility

The company upholds its commitment to a sustainable supply chain by purchasing materials from suppliers accredited by the Earth Island Institute. The company is dedicated to its commitment to ensure that no segment of the supply chain involves whaling operations, dolphin or shark fin fisheries, or the importation and exportation of whale, dolphin meat or shark fins.

### Social Responsibility

ASFII maintains and fosters a supply chain and workplace environment that adhere to the principles of the ILO Work in Fishing Convention (C188, 2007), ensuring fair labor conditions at sea. For transparency and accountability, all of our suppliers are required to provide a fishing crew manifest for each fishing vessel and verify that all crew members have existing written contracts in a language they understand, detailing the terms of their employment, wages, and working conditions. ASFII strictly prohibits sourcing tuna from vessels that are found engaging in exploitative labor practices such as withholding wages, worker coercion, and guarantee deposits from crew members.

Apart from these efforts to preserve a socially-responsible internal working environment, we also ensure that our suppliers and partners adhere to labor policies and standards. The company endeavors to disengage our operations, as well as our suppliers', from any form of forced or bonded labor, child labor, and precarious employment. Occupational health and safety is also at the core of our production process ensuring that our workers are safe from sourcing to shipping, by establishing working conditions with proper lighting, noise reduction, strict sanitation, and access to adequate medical service, food, and water.

All segments of the company and our partners' internal processes are also assured to exhibit no discrimination against its workers, respect our employees' the rights of freedom of association and grievance, to provide proper and sufficient remuneration to our employees, and to operate within the prescribed working hours.



ASFII ensures end-to-end ethical and fair conditions in its supply chain

## Profitability

GRI 201-1, 416-2

Moderate Priority

Key Performance Indicator	2024	2023	2022	2021
Revenue Growth Rate	28%	63%	-15%	-35%
Net Profit Margin	-4%	-5%	-10%	-3%
Current Debt	1.04	1.04	1.11	1.02
Debt-to-Equity Ratio	2.72	2.42	1.17	0.92
Returns on Average Stockholders' Equity	-22%	-17%	-19%	-6%

The Group's consolidated revenues of \$72.5 million in 2024 were 28% higher than the revenues of \$56.5 million in 2023. During the year, tuna-related products contributed the majority of total revenues, while the salmon business is less than 1%. The increase in revenues primarily due to ASFII parent increase in volume of its canned and loins products for export and better fish prices.

The Group's gross profit rate in 2024 is 11.1% coming from 8.5% in 2023. Gross Profit improved from higher sales volume, better fish cost, improved plant utilization, and installation of new equipment that enhanced output and efficiency.

The Group incurred net loss before tax of \$2.5 million in 2024 as compared to last year's loss of \$339.5 thousand due to impairment of certain assets. Without this one-offs, the group has an income of \$855 thousand driven by the following:

- Higher revenue and gross margin
- General and administrative rate vs revenue remains lower compared to last year due to continued cost control and management.

## Community Support

GRI 201-1, 203-1, 413-1

Moderate Priority

Key Performance Indicator (in US\$ '000)	2024	2023	2022	2021
<b>Direct economic value generated (revenue)</b>	72,466	56,467	34,580	40,778
<b>Direct economic value distributed</b>				
Normalized operating costs	5,466	4,234	3,167	5,087
Employee wages and benefits	1,853	1,511	1,328	1,612
Interest payments to loan provider	1,665	1,043	469	570
Investments to community (e.g., donations, CSR)	6	2	8	13

**ASFII's goal to attain economic sustainability through the generation and distribution of economic value among our stakeholders, inspires the company to strive for growth and financial stability.**

In 2024, consolidated revenue increased by 28% to \$72.4 million resulting from a rise in the volume of produced canned and pouch products, which also translated to a higher value distributed among partners and suppliers through operating costs, employees through their wages, and interest payments to loan providers. Moreover, the company also has efforts to give back to the community through various social initiatives through scholarships, collaboration with the community's academe, and environmental efforts.

# Customer Management

GRI 102-43, 308-1, 416-1, 417-2

High Priority

**ASFII believes that creating value for our customers is the core driver of the company's bottom line.**

With a client base spread over 60 countries from both our domestic and export markets, our business is founded on long-term relationships built with our consumers.

## Customer Satisfaction

While the company does not have an existing partnership with a third party to conduct the customer satisfaction study, we internally send out a customer satisfaction survey form to our clients both within the Philippines and overseas. Using this assessment tool, ASFII monitors the quality of its product and services directly from customer experience.

Key Performance Indicator (in US\$ '000)	2024	2023	2022	2021
<b>Customer Satisfaction</b>				
Did a third party conduct the customer satisfaction study?	N	N	N	N
No. of substantiated customer complaints on product quality and workmanship:				
Export Clients	6	-	-	-
Local Clients	3	-	-	-
Fishmeal and Fish oil Clients				
No. of complaints addressed	2	-	-	-

## Performance Pillar Customer Management

### Health and Safety

Alliance Select Foods International, Inc. assures that our food processing operations are fully compliant with regulatory requirements. We provide our clients with quality products from the finest ingredients, through our streamlined and well-controlled processes that conform to sanitary requirements.

Key Performance Indicator	2024	2023	2022	2021
<b>Health &amp; Safety</b>				
No. of substantiated customer complaints on health, safety, or privacy	7	0	1	0
Export Clients	7	0	0	0
Local Clients	0	0	0	0
Fishmeal and Fish oil Clients	0	0	0	0
No. of complaints addressed	7	0	0	0

With our commitment to the health and safety of our consumers in place, the company ensures that sanitation maintenance is at the core of our food processing segments by involving all personnel under our command chain. Various protocols on solid waste and hazardous waste management are established in our facilities for proper confinement of said materials. Furthermore, our major plant equipment regularly undergoes heavy metal and smoke emissions testing.

**Understanding that our products are made for consumption, we strive to mitigate health-related concerns through accurate and adequate labelling, and proper sanitary measures to avoid potential food contaminants, food safety hazards, sources of microbial contamination and other good manufacturing practices.**



ASFII ensures accurate and proper labelling and sanitary measures.

## Market and Labelling

ASFII is a private label manufacturer of canned tuna, processing and canning tuna in institutional and retail pack can sizes. Labelling is a key component of toll manufacturing. The company is fully cognizant of its essential role in assuring compliant and safe products.

Key Performance Indicator	2024	2023	2022	2021
No. of substantiated complaints on marketing, packaging, and labeling	1	0	0	0
Export Clients	1	0	0	0
Local Clients	0	0	0	0
Fishmeal and Fish oil Clients	0	0	0	0
No. of complaints addressed	1	0	0	0

ASFII is committed to ensure that our product labels comply with relevant regulatory requirements. Traceability measures are in place to assure that all marketing and labelling-related incidents are accurately investigated and resolved through third-party and FDA audits.

Since 2021, there have been no reports of complaints regarding our marketing and labelling practices. This is primarily attributed to our dedication and commitment to ensuring that our products have sufficient labelling compliant to all FDA requirements and approvals. Traceability measures are also sought to assure that all marketing and labelling-related incidents are accurately captured and promptly resolved through third party and FDA audits.

## Customer Privacy & Data Security

ASFII relies on various information systems, digital media, and technology for a considerable number of its core activities such as internal communication, customer interfacing, and data storage. Securing the company and its stakeholders' information from unauthorized access, leakage, and loss is important - not only to instill trust among our stakeholders, but also to safeguard our business operations.

Key Performance Indicator	2024	2023	2022	2021
No. of substantiated complaints on customer privacy	0	0	0	0
No. of complaints addressed	0	0	0	0
No. of customers, users, and account holders whose information is used for secondary purposes	0	0	0	0
No. of data breaches, including leaks, thefts, and losses of data	0	0	0	0
No. of substantiated complaints on customer privacy	0	0	0	0

The company ensures that it is compliant with the Data Privacy Act of 2012, with various cybersecurity measures in place. It has a registered Data Protection Officer, **Mr. Gino Marco P. Bautista**. In 2022, the company's Data Privacy Policy with guidelines and protocols for resolving data breaches was finalized and disseminated among our employees. It is reiterated every year.

# Responsible and Transparent R&D

GRI 416-2

Moderate Priority

In terms of research and development, while there have been no significant breakthroughs or partnerships for the year 2024, **the company has made strides towards assembling a formalized group specifically for exploring areas for innovation and improvement.**

Recently, ASFII has developed and established a **Technical Services Department**, which is an overarching department that will cover matters related to **quality assurance, research and development, and laboratory services**. It is a department that is focused on supporting and advancing innovations, formulating changes, and developing new products for the company.

Apart from focusing on product development, expansion, and improvement, this department also provides **food safety systems** that can practically translate to production. Its focus lies beyond our main products as it will also extend to innovating other seafoods, value-added products, and by-products, manufacturing technology, and product reformulation and reengineering.



ASFII's Food Safety System



ENVIRONMENTAL DIMENSION

## Planet Pillar

GROWING ENVIRONMENTAL  
CONCERN



ALLIANCE SELECT FOODS  
INTERNATIONAL, INC.

**Alliance Select Foods International, Inc. (ASFII) is deeply committed to minimizing its environmental footprint and ensuring sustainable practices throughout its operations.**

Recognizing the importance of preserving natural resources and ecosystems, the company continuously strives to adopt practices that align with global environmental standards. In line with its mission and vision, ASFII defines “environmental responsibility” as the obligation to protect and preserve the planet for future generations. The company has prioritized several environmental issues in this year’s sustainability report, including reducing carbon footprint, upgrading the WWTP tertiary system, decreasing coal usage, leveraging renewable energy sources like geothermal and solar, and promoting water conservation.

ASFII’s sustainability strategy is embedded in its business operations, such as the installation of solar panels at both ASFII and BGB plants, which now cover one-third of their energy needs. Additionally, the company collaborates with various third-party organizations, local government units, and environmental groups such as EII, FOS, and Greenpeace on marine wildlife and coastal protection projects. Stakeholder feedback plays a crucial role in shaping ASFII’s environmental policies, with the company receiving recognition from regulatory bodies for its sustainability efforts. Furthermore, ASFII enjoys strong support from its Board of Directors, ensuring that sustainability remains a top priority across its operations and is closely aligned with FIP policies.



*ASFII employees participate in annual coastal clean-up activities for Sarangani Bay, in tandem with the Department of Energy and Natural Resources*

# Energy Efficiency

GRI 302-1, 303-3

Moderate Priority

ASFII's energy consumption is primarily driven by its tuna canning operations, which rely on production machinery, cold storage utilities, and packaging equipment. Additionally, the company's logistics team depends on gasoline and diesel to transport raw materials and finished products. During electricity shortages, diesel-powered generators serve as backup power sources to ensure continuous operations.

ASFII emphasizes the importance of human capital by ensuring safe and inclusive workplaces. Through training programs, diversity initiatives, and health and safety measures, the company creates an environment where employees can thrive. Strengthening these efforts with leadership development and workforce engagement initiatives fosters long-term employee satisfaction and retention.

Key Performance Indicator (kWh/GJ)	2024	2023	2022	2021
Renewable Energy	257,369 kWh	432,843 kWh	435,370 kWh	No Data
Gasoline (Non-renewable)	No Data	No Data	6.404 GJ	Not monitored
LPG (Non-renewable)	111.6 GJ	99 GJ	117.60 GJ	Not monitored
Diesel (Non-renewable)	2571.8 GJ	2,576.67 GJ	2,133.29 GJ	2,133.29 GJ
Electricity Consumption	2,744,000 kWh	2,077,600 kWh	435,370 kWh	3,617,600 kWh

ASFII's energy consumption trends reflect operational adjustments and sustainability efforts. The use of renewable energy remained stable at 432,843 kWh in 2023, though it was slightly lower than in 2022 due to equipment downtime and maintenance schedules. LPG consumption declined from 117.60 GJ in 2022 to 99 GJ in 2023, following efficiency improvements in boiler operations. However, diesel consumption increased to 2,576.67 GJ in 2023, primarily due to the expansion of fleet operations supporting broader distribution networks and higher production demands.

The most significant change was in electricity consumption, which surged from 435,370 kWh in 2022 to 2,077,600 kWh in 2023. This rise was mainly driven by increased manufacturing activities to meet growing export demands, particularly for canned and pouch products. To mitigate its environmental impact, ASFII has taken measures to enhance energy efficiency, such as integrating solar energy into its operations since March 2022 and transitioning to LED lighting, reducing overall energy consumption. The company remains committed to exploring further sustainable energy solutions to optimize usage while minimizing its carbon footprint.

## Renewable Energy Integration and Cost Savings

The installation of solar panels has resulted in a 3-5% reduction in electricity costs, lowering the rate from P9.48 to P9.03 per kWh. ASFII plans to further expand its renewable energy use by entering into a contract under the Green Energy Option Program (GEOP). These efforts contribute to cost savings and a reduced carbon footprint.

## Greenhouse Gas Emissions Reduction and Alternative Fuels

To address challenges in reducing greenhouse gas emissions, ASFII has started converting diesel-powered forklifts to electric alternatives. Additionally, the company is exploring alternative fuels, such as LPG for forklifts, to further reduce its reliance on fossil fuels and enhance sustainability efforts.



Solar panels at ASFII Plant

Key Performance Indicator	2024	2023	2022	2021
Direct (Scope 1) GHG Emissions	20445 MT CO2e	11.5 MT/yr	11.5 MT/yr	11.5 MT/yr
Energy Indirect (Scope 2) GHG Emissions	1098 MT CO2e	N/A	N/A	N/A
Emissions of ozone-depleting substances (ODS)	20435 MT CO2e	N/A	N/A	N/A

ASFII's boilers and generators are the primary sources of its air emissions and pollution. To mitigate the release of greenhouse gases, the company conducts regular maintenance and inspections of these equipment, along with bi-annual air emission testing in accordance with regulatory standards. ASFII has also installed scrubbers in its chimneys to further reduce emissions. Additionally, suppliers are required to provide a Certificate of Analysis of Fuel (coal) to ensure that sulfur and ash content remain low. The company undergoes semi-annual Source Emission Testing by accredited third-party testers to maintain compliance with DENR regulations.

Over the past three years, ASFII's direct (Scope 1) greenhouse gas (GHG) emissions remained steady at 11.5 MT per year in 2021, 2022, and 2023, indicating a consistent operational footprint. However, energy indirect (Scope 2) GHG emissions and emissions of ozone-depleting substances (ODS) were not recorded during this period. While the absence of ODS emissions aligns with the company's commitment to minimizing its environmental impact, the lack of Scope 2 GHG emissions data presents an opportunity to improve transparency and environmental impact tracking in future reports. Looking ahead, ASFII is exploring the use of biogas fuel for its boilers as a sustainable alternative to coal, further supporting its transition toward cleaner energy sources.

# Water Stewardship

GRI 303-2, 303-3, 303-4, 303-5, 306-2

Moderate Priority

ASFII continues to enhance its water management practices to support operational efficiency and environmental sustainability. In 2024, water withdrawal and total discharge increased to 884,884 m<sup>3</sup>, reflecting the company's expanding production activities. Despite this rise, ASFII remains committed to optimizing water use. In 2023, water withdrawal and discharge were significantly lower at 202,252 m<sup>3</sup>, following a steady decline from 399,448 m<sup>3</sup> in both 2021 and 2022. While progress has been made in reducing water consumption, water recycling and reuse have yet to be formally monitored, highlighting an area for future improvement in ASFII's sustainability initiatives.

ASFII has implemented several water-saving initiatives, including improving fish thawing processes by incorporating air and water to minimize usage and shorten thawing time, using smaller-diameter water hoses to control water output, and adopting tray washers, which have replaced manual washing methods and reduced water consumption by up to 65%. While these advancements have led to more efficient water management, ASFII acknowledges that water recycling and reuse monitoring systems are not yet fully in place. This presents an opportunity for further sustainability improvements, reinforcing the company's long-term commitment to responsible water use.

Key Performance Indicator (kWh/GJ)	2024	2023	2022	2021
Renewable Energy	257,369 kWh	432,843 kWh	435,370 kWh	No Data
Gasoline (Non-renewable)	No Data	No Data	6.404 GJ	Not monitored
LPG (Non-renewable)	111.6 GJ	99 GJ	117.60 GJ	Not monitored
Diesel (Non-renewable)	2571.8 GJ	2,576.67 GJ	2,133.29 GJ	2,133.29 GJ
Electricity Consumption	2,744,000 kWh	2,077,600 kWh	435,370 kWh	3,617,600 kWh

## Advanced Wastewater Treatment Technologies

ASFII utilizes a Dissolved Air Flotation (DAF) system, which is widely used in the industry for wastewater treatment. This system generates micro bubbles that gather oil, grease, fat, and other suspended solids, allowing them to float to the surface for easy removal. The DAF system currently removes 60% of Total Suspended Solids (TSS).

## Sustainable Wastewater Management

ASFII takes a proactive approach to sustainable wastewater management by introducing water recycling systems, such as recycled retort cooling water, recycled can washers, and recycled tray washing. Additionally, the company uses reducing nozzles to improve efficiency in water distribution and has converted manual valves to sensor-operated valves at hand-washing stations to conserve water.

## Water Discharge and Recycling Metrics

ASFII ensures wastewater discharged complies with environmental regulations by treating it with chemicals to reduce Total Suspended Solids (TSS) and undergoing microbiological treatment to further improve the water quality. The treated water is monitored daily, and third-party testing of water parameters occurs monthly. ASFII submits quarterly Self-Monitoring Reports (SMR) and semi-annual Compliance Monitoring Reports (CMR) to the Department of Environment and Natural Resources (DENR) to ensure regulatory compliance.

ASFII remains dedicated to responsible water management, ensuring that wastewater discharge is carefully monitored and treated in compliance with environmental standards. In 2024, the total volume of water discharged decreased to 117,504 m<sup>3</sup>, reflecting ongoing efforts to optimize water usage. This follows a gradual decline from 127,296 m<sup>3</sup> in 2023 and 144,175 m<sup>3</sup> in both 2022 and 2021.

Key Performance Indicator	2024	2023	2022	2021
Direct (Scope 1) GHG Emissions	20445 MT CO2e	11.5 MT/yr	11.5 MT/yr	11.5 MT/yr
Energy Indirect (Scope 2) GHG Emissions	1098 MT CO2e	N/A	N/A	N/A
Emissions of ozone-depleting substances (ODS)	20435 MT CO2e	N/A	N/A	N/A

However, the company has yet to implement wastewater recycling initiatives, as no wastewater has been recycled in the past four years. Moving forward, ASFII aims to explore strategies for water reuse to further strengthen its sustainability commitments.



2022 Wastewater Treatment Facility groundbreaking ceremony with DENR-EMB officials

## Wastewater Treatment and Environmental Compliance

ASFII maintains rigorous monitoring of wastewater discharge to meet environmental standards. The company performs daily monitoring, conducts monthly third-party testing, and submits quarterly SMRs and semi-annual CMRs to EMB, ensuring that discharged water parameters are consistently compliant with regulations.

## Industry Recognition and Future Initiatives

ASFII's commitment to sustainable wastewater management was recognized during a groundbreaking ceremony attended by key company executives and DENR-EMB Region 12 Director Engr. Omar Saikol. Engr. Saikol praised ASFII for its proactive environmental efforts, stating that the upgraded facility could serve as a benchmark for other industries in the region. ASFII is exploring further initiatives for water conservation, including the potential implementation of rainwater harvesting and greywater recycling in its facilities. These future measures aim to further reduce the company's environmental footprint and enhance its sustainability practices.

# Sustainable Sourcing and Marine Conservation

GRI 304-1, 304-2, 304-3, 308-1

Moderate Priority

Alliance Select Foods International, Inc. (ASFII) upholds the highest ethical standards by firmly opposing harmful fishing practices, including whaling operations, dolphin drive fisheries, and shark finning. The company does not engage in the sale, import, export, or brokerage of whale or dolphin meat, sea turtle meat or body parts, or shark fins. Furthermore, ASFII prohibits the processing of marine mammal, sea turtle, or shark body parts, ensuring that its operations do not contribute to the decline of marine biodiversity. Through these efforts, ASFII reinforces its dedication to sustainability, equity, and social responsibility while actively working to protect ocean ecosystems and secure the future of the seafood industry.

## Ensuring Sustainable Sourcing

ASFII guarantees that 100% of its tuna and salmon are sourced sustainably by implementing strict vendor assessments and requiring certifications such as FAD-free and MSC certification. Product verification measures ensure that all sourced seafood meets the highest sustainability standards.

## Supplier Compliance and Accountability

ASFII enforces strict sustainability criteria and has rejected suppliers that fail to comply with environmental and ethical standards, including those that do not meet the Earth Island Institute’s Dolphin Safe Compliance Policy (EII DSC). This commitment reinforces ASFII’s dedication to responsible sourcing and marine conservation.

## Enhancing Traceability in Fish Sourcing

To increase transparency and traceability across its supply chain, ASFII is exploring advanced technologies such as database management, SAP systems, and warehouse management solutions. These innovations aim to strengthen monitoring and accountability in seafood sourcing.

## Participation in Fisheries Improvement Projects (FIP) and Sustainability Programs

ASFII actively engages in multiple Fisheries Improvement Projects (FIP) and sustainability initiatives, including:

- Marine Stewardship Council (MSC) – Ensuring certified sustainable fishing practices
- Friends of the Sea (FOS) – Promoting environmental and social responsibility in fisheries
- Pole and Line (AP2HP) – Supporting traditional, selective, and sustainable fishing methods
- Dolphin Safe/No Shark Finning (EII) – Ensuring ethical fishing practices that prevent harm to marine mammals and sharks

## Educating Suppliers and Fishing Partners

ASFII strengthens its sustainability efforts by requiring its suppliers and fishing partners to obtain accreditation from recognized Fisheries Improvement Projects (FIPs). This approach ensures compliance with sustainable fishing practices and promotes continuous improvement within the seafood industry.

# Material Recycling and Resource Efficiency

GRI 301-1, 301-2, 301-3, 306-2, 306-4, 413-1

Moderate Priority

ASFII has consistently integrated recycled materials into its production processes, reflecting its commitment to resource efficiency and sustainability. Across the years from 2021 to 2023, the company has maintained a steady percentage of recycled input materials in its primary products and services. This includes 5% recycled content for cans, 10% for paper labels and cartons, 20% for plastics such as shrink films and packaging materials, and 20% for bottles used for laboratory chemicals. Notably fish by-products, such as fish meal and fish oil, comprised the highest proportion of recycled materials at 35%, underscoring ASFII’s dedication to maximizing resource utilization and reducing waste. Despite this progress, the absence of data on renewable and non-renewable material usage indicates a potential area for enhancement in sustainability reporting and practices.

Key Performance Indicator	2024	2023	2022	2021
Renewable	N/A	N/A	N/A	N/A
Non-renewable	N/A	N/A	N/A	N/A
Percentage of recycled input materials used to manufacture the organization’s primary products and services				
Cans	5%	5%	5%	5%
Papers (Paper labels, Cartons)	10%	10%	10%	10%
Plastics (Shrink films, raw materials, Packaging, Drums/Carboys)	20%	20%	20%	20%
Bottles (Laboratory chemicals)	20%	20%	20%	20%
Fish by-products (Fish meal and fish oil)	35%	35%	35%	35%



# Biodiversity and Habitat Conservation

GRI 304-1, 304-2, 304-3, 308-1

Moderate Priority

Key Performance Indicator (kWh/GJ)	2024	2023	2022	2021
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	4	4	4	4
Habitats protected or restored	0.3949 ha	0.3949 ha	0.3949 ha	0.3949 ha
IUCN Red List species and national conservation list species with habitats in areas affected by operations	N/A ha	N/A ha	N/A ha	N/A ha

ASFII continues to prioritize biodiversity conservation in its operations. From 2021 to 2024, the company maintained four operational sites located adjacent to protected areas and regions of high biodiversity value, underscoring its long-term commitment to ecological stewardship. Furthermore, ASFII has consistently protected or restored 0.3949 hectares of habitat during this period, reflecting tangible efforts to mitigate environmental impact. While the company acknowledges the presence of International Union for Conservation of Nature (IUCN) Red List species and national conservation list species in areas affected by its operations, detailed data regarding specific habitats impacted remain unavailable. This highlights an opportunity for ASFII to enhance its monitoring and reporting on biodiversity metrics, further aligning with global conservation standards.

## Marine Ecosystem Protection and Partnerships

In its efforts to protect marine ecosystems, ASFII is affiliated with the Protected Area Management Board (PAMB) for the Sarangani Bay Protected Seascape (SBPS). This partnership supports local conservation efforts and strengthens the company's commitment to environmental stewardship.

## Protecting Biodiversity-Sensitive Areas

ASFII has taken proactive steps to protect its operational sites by upgrading infrastructure and implementing renewable energy sources. This includes:

- Upgrading the wastewater treatment facility (WWTF) to meet Sarangani Bay Protected Seascape requirements
- Implementing renewable energy solutions, such as solar panels, to reduce the company's carbon footprint.
- Installing boiler accessories to meet air emission standards and minimize pollution.

## Mitigating Habitat Loss and Restoration Projects

ASFII collaborates with local government units (LGUs), the Department of Environment and Natural Resources (DENR), and PAMB for ongoing environmental restoration projects, including:

- Tree planting and mangrove reforestation projects to restore vital coastal ecosystems and combat habitat loss.

## Minimizing Bycatch and Harm to Marine Life

ASFII works with its suppliers to reduce bycatch and minimize harm to marine life by:

- Conducting vendor assessments and approvals
- Obtaining Fisheries Improvement Project (FIP) certification from fish suppliers to ensure sustainable fishing practices.

## Biodiversity Offset Projects

In addition to these efforts, ASFII has engaged in biodiversity offset initiatives to balance its environmental impact, including coastal cleanups to reduce marine debris and pollution, tree planting projects to support reforestation efforts, and flora and fauna assessments in sea beds within ASFII's foreshore leased areas to monitor marine biodiversity and ensure conservation efforts are effective.

# Operational Facilities and Locations

GRI 303-2, 303-3, 303-4, 303-5, 306-2

Moderate Priority

ASFII remains committed to operational efficiency and environmental compliance by implementing rigorous wastewater treatment and facility management practices. The company ensures that its Wastewater Treatment Facility, Wharf Port, Fence, and Materials Recovery Facility are strategically maintained within titled property or SAPA-covered areas, aligning with conservation and regulatory standards from 2021 to 2023.

Key Performance Indicator	2024	2023	2022	2021
Wastewater Treatment Facility	Within titled property	Within titled property	Within titled property	Within titled property
Wharf Port	Within SAPA Coverage	Within SAPA Coverage	Within SAPA Coverage	Within SAPA Coverage
Fence	Within SAPA Coverage	Within SAPA Coverage	Within SAPA Coverage	Within SAPA Coverage
Materials Recovery Facility	Within titled property	Within titled property	Within titled property	Within titled property

Effluents generated from processing tuna and salmon, including thawing, butchering, misting, and sanitizing operations, undergo thorough treatment at the Water Treatment Plant. A portion of ASFII's leased foreshore area is designated for clean water discharge, ensuring that effluents are properly treated before being safely released back into the ocean. Regular pH monitoring in the sedimentation tank further guarantees compliance with environmental regulations set by the Department of Environment and Natural Resources (DENR).

To enhance recycling efforts, the company repurposes collected sludge from its wastewater treatment facility as fertilizer for its vegetable garden within the plant compound. The harvested vegetables contribute to healthy meals for employees, reinforcing ASFII's sustainable waste management initiatives. Additionally, ASFII's Pollution Control Officer (PCO) submits regular Self-Monitoring Reports (SMR) to the DENR to track biological oxygen demand (BOD) and chemical oxygen demand (COD) levels in discharged water. These initiatives highlight ASFII's dedication to responsible facility management, sustainable operational practices, and environmental stewardship.

# Air Emissions and Pollution Control

GRI 302-1, 302-4, 302-5, 305-5, 305-7, 307-1

Moderate Priority

Key Performance Indicator	2024	2023	2022	2021
NOx	182mg/Ncm	152 kg	152 kg	152 kg
SOx	163mg/Ncm	664 kg	664 kg	664 kg
Persistent organic pollutants (POPs)	N/A	N/A	N/A	N/A
Volatile organic compounds (VOCs)	N/A	N/A	N/A	N/A
Hazardous air pollutants (HAPs)	N/A	292 kg	292 kg	292 kg
Particulate matter (PM)	35mg/Ncm	141 kg	141 kg	141 kg

ASFII actively mitigates air emissions through regular maintenance of boilers and generators, bi-annual emission testing, and the installation of scrubbers in chimneys to reduce greenhouse gases. Suppliers are required to provide fuel analysis certificates to ensure low sulfur and ash content. Semi-annual Source Emission Testing complies with DENR standards.

From 2021 to 2023, emissions remained consistent: NOx at 152 kg/year, SOx at 664 kg/year, HAPs at 292 kg/year, and PM at 141 kg/year, with no reports on POPs and VOCs. ASFII is also studying biogas as a sustainable alternative to coal for boilers.

## Monitoring and Compliance with Air Emission Standards

ASFII ensures compliance with air quality regulations through several key measures. The company conducts bi-annual emission testing, including assessments of heavy metal parameters, to monitor air quality. Additionally, quarterly monitoring reports are submitted to government agencies to maintain transparency and compliance with environmental standards. To further optimize its operations, ASFII has installed equipment designed to enhance the combustion process of the boiler's induced and draft fans, ensuring efficient coal burning and reducing emissions.

## Improvements in Pollution Control

ASFII has implemented several pollution control measures to reduce emissions, including:

- Installation of scrubbers on smokestacks to minimize pollutants
- Utilization of economizers and flue gas recycling in the boiler to improve efficiency
- Operation of a closed-system fish meal processing plant, reducing emissions and environmental impact

## Third-Party Emissions Audits and GHG Reduction Efforts

ASFII has undergone a third-party emissions audit to assess its environmental impact, and GHG validation is currently under study as part of its long-term sustainability strategy.

## Supplier Compliance with Air Quality and Emissions Regulations

To ensure suppliers adhere to air quality standards, ASFII implements:

- Vendor assessments to verify compliance
- Product verification to ensure emissions-related requirements are met
- Certification requests from suppliers to confirm adherence to regulations

## Transition to Low-Carbon Transportation

ASFII is committed to reducing its carbon footprint and has initiated a plan to replace one diesel-fired forklift with an electric forklift each year, gradually transitioning to a low-carbon transportation fleet.

# Solid Waste Management and Reduction Initiatives

GRI 301-1, 301-2, 301-3, 306-2, 306-4, 413-1

Moderate Priority

Key Performance Indicator (MT)	2024	2023	2022	2021
Total Solid Waste generated	20.3 MT	20.6 MT	20.6 MT	20.6 MT
Reusable	N/A	7.2 MT	7.2 MT	7.2 MT
Recyclable	6.6 MT	6.9 MT	6.9 MT	6.9 MT
Composted/Biodegradable	7.1 MT	0.5 MT	0.5 MT	0.5 MT
Incinerated	N/A	N/A	N/A	N/A
Residual/Landfilled	6.6MT	6 MT	6 MT	6 MT

ASFII continues to refine its waste management practices to minimize environmental impact and promote sustainability. In 2024, the company generated a total of 20.3 MT of solid waste, slightly decreasing from 20.6 MT in previous years. Notably, 6.6 MT of waste was categorized as recyclable, while 7.1 MT was composted or biodegradable, marking a significant increase compared to 0.5 MT in prior years. Residual waste sent to landfills rose slightly to 6.6 MT from 6 MT in 2023. However, no waste was incinerated, aligning with the company's commitment to responsible disposal methods. As ASFII moves forward, it remains focused on increasing waste reduction, reuse, and recycling efforts to enhance its environmental performance.

To further reduce waste, ASFII donates rejected cans, cartons, plastics, and wooden pallets to the Local Government of General Santos City, where they are repurposed for environmental projects, such as tree planting initiatives. Waste segregation is also strictly enforced within the facility, with strategically placed, labeled trash bins categorized into infectious, biodegradable, non-biodegradable, and recyclable waste.

## Reducing Plastic Waste in Packaging and Operations

ASFII has taken several initiatives to reduce plastic waste within its operations and packaging. The company has made a shift toward biodegradable packaging materials, particularly by replacing shrink plastic with carton sleeves. This change is a part of their broader effort to minimize plastic use. Additionally, ASFII has implemented programs designed to reduce product defects, further decreasing waste generation. Employees are encouraged to use recyclable food containers instead of single-use plastics, and the company has replaced plastic implements with stainless steel in its operations. These steps are a part of ASFII's ongoing commitment to reducing its environmental footprint.

### Repurposing Fish By-Products

ASFII has successfully repurposed 35% of its fish by-products, contributing to a circular economy and reducing waste. These by-products have been processed in several innovative ways. Fish oil is extracted and used for pharmaceutical purposes, while fish scraps are processed into fish meal for animal feeds. The company is also studying the extraction of fish solubles from internal organs and PC drains, aiming to further optimize the use of these by-products. In addition, ASFII processes fish red meat for use in both human and pet food, and it packages salmon skin for sale as cracklings and other snack foods. The company also recovers fish artery bulbs for use in cosmetics. These efforts illustrate ASFII's commitment to minimizing waste through the repurposing of by-products.

### Increasing Recycling and Reducing Landfill Waste

ASFII has implemented several strategies to reduce landfill waste and increase recycling within its supply chain. One of the primary actions taken has been the use of plastic pallets and slip sheets instead of wooden pallets, which reduces the amount of waste generated. Additionally, ASFII bails and sells materials such as tins, stretch wraps, and cartons to recycling facilities. Wooden scraps are donated to local communities for use in tree guards and as firewood, further reducing waste. These actions help the company minimize its environmental impact while contributing to local community projects.

### Impact of Waste Management Initiatives on the Community

ASFII's waste management initiatives have had a positive impact on the local community. Damaged pallets and wooden materials are donated to workers for use as firewood, providing a valuable resource. Plastic drums are sold to be repurposed for storage use, and IBC tanks are recycled for water storage at a local community elementary school. Additionally, metal drums are donated to local residents to be used as rainwater collection containers. These efforts not only help ASFII manage its waste but also provide essential materials to support community sustainability.

### Challenges to Achieving Zero-Waste Operations

Despite the progress made, ASFII faces challenges in achieving zero-waste operations. One major obstacle is the lack of recycling facilities, which limits the company's ability to fully process all waste materials. Additionally, perfecting product variances remains a challenge, as inconsistencies in product specifications can lead to waste generation. These challenges highlight areas where ASFII is working to further refine its processes to meet its sustainability goals.

# Hazardous Waste Generation and Management

GRI 301-1, 301-2, 301-3, 306-2, 306-4, 413-1

Moderate Priority

Key Performance Indicator (MT)	2024	2023	2022	2021
Key Performance Indicator (MT)	2024	2023	2022	2021
Total weight of hazardous waste generated	0.019 MT			
D406 (Batteries)	0.004	0.004	0.004	0.004
D407 (Bulbs)	0.004	0.004	0.004	0.004
I101 (Used oil)	0.011	0.011	0.011	0.011
Total weight of hazardous waste transported	0.019 MT			
D406 (Batteries)	0.004	0.004	0.004	0.004
D407 (Bulbs)	0.004	0.004	0.004	0.004
I101 (Used oil)	0.011	0.011	0.011	0.011

ASFII maintains strict hazardous waste management protocols to ensure compliance with environmental regulations. In 2024, the total weight of hazardous waste generated and transported remained at 0.019 MT, consistent with previous years. The breakdown includes 0.004 MT of D406 (batteries), 0.004 MT of D407 (bulbs), and 0.011 MT of I101 (used oil). These materials are handled responsibly to minimize environmental risks and ensure proper disposal. In compliance with local government regulations in General Santos City, ASFII avoids incineration of hazardous waste, ensuring proper disposal or recycling. A dedicated storage room is allocated for hazardous waste, which is regularly monitored and maintained. These efforts are documented and reported quarterly to the Environmental Management Bureau under DENR, underscoring ASFII's commitment to environmentally responsible waste management practices.

ASFII remains committed to improving its hazardous waste management strategies while exploring sustainable alternatives to reduce hazardous waste generation in the future.

# Compliance with Environmental Laws and Regulations

Moderate Priority

Key Performance Indicator	2024	2023	2022	2021
NOx	182mg/Ncm	152 kg	152 kg	152 kg
SOx	163mg/Ncm	664 kg	664 kg	664 kg
Persistent organic pollutants (POPs)	N/A	N/A	N/A	N/A
Volatile organic compounds (VOCs)	N/A	N/A	N/A	N/A
Hazardous air pollutants (HAPs)	N/A	292 kg	292 kg	292 kg
Particulate matter (PM)	35mg/Ncm	141 kg	141 kg	141 kg

ASFII has demonstrated exemplary compliance with environmental laws and regulations over the years, as evidenced by zero monetary fines, non-monetary sanctions, and cases requiring resolution through dispute mechanisms from 2021 to 2023. This clean compliance record reflects the Company's steadfast commitment to adhering to environmental standards and implementing proactive measures to prevent violations. ASFII remains dedicated to maintaining sustainable and responsible operations, ensuring that its activities align with local and international environmental requirements.

ASFII remains committed to environmental preservation by actively protecting and rehabilitating natural resources, promoting energy conservation, and utilizing environmentally sustainable equipment and practices in its operations.

## Regulatory Compliance and Risk Management

Alliance Select Foods International, Inc. (ASFII) ensures robust environmental compliance by maintaining stringent waste management and environmental monitoring protocols. The company sorts solid waste for recycling, safely stores hazardous materials, and conducts regular emission tests on key equipment. ASFII's wastewater treatment facility meets EMB-DENR standards, and monthly third-party testing confirms its compliance. Despite challenges with limited local Grade A coal supply for the boiler, ASFII remains committed to sustainability, as evidenced by its SBPS Baybay Award recognition.

## Greenpeace Ranking and Sustainability Leadership

ASFII remains a leader in sustainable seafood production, recognized as the only Greenpeace-green-rated cannery in the Philippines. Every two years, Greenpeace Southeast Asia ranks tuna canneries in the region based on Sustainability, Sourcing, Traceability, Legality, Driving Change, Equity, and Transparency. In 2018, ASFII's tuna facilities in both the Philippines and Indonesia were ranked No. 1 in their respective localities. The 2020 ranking reaffirmed ASFII's position as the top-ranked cannery in the Philippines and No. 3 in Southeast Asia, solidifying its reputation as an industry leader in responsible seafood processing. Greenpeace has confirmed that no tuna cannery ranking was conducted in 2023. Nevertheless, ASFII remains committed to maintaining its high standards and aims to secure another top position in the next Greenpeace Southeast Asia ranking.

## Commitment to Marine Conservation and Sustainability

ASFII actively participates in marine conservation initiatives, such as coastal cleanup drives to reduce plastic pollution and protect marine ecosystems. In recognition of its environmental stewardship, ASFII received the SBPS Baybay Award in 2023 for its efforts in regulatory compliance and sustainability leadership. These initiatives reflect ASFII's dedication to promoting responsible environmental practices within its industry and the broader community.

## Environmental Compliance and Industry Leadership

ASFII holds essential environmental permits, including the Environmental Compliance Certificate (ECC) and Wastewater Discharge Permit. The company is fully compliant with the Philippine Environmental Impact Statement System, affirming its commitment to sustainable operations. ASFII has also earned Greenpeace Southeast Asia's green rating for its responsible seafood processing, consistently ranking as the top cannery in the Philippines and one of the leaders in Southeast Asia.

# Community Engagement and CSR Initiatives

GRI 404-1, 405-1, 413-2

Moderate Priority



SOCIAL DIMENSION

## People Pillar

EMPHASIS ON WORKFORCE  
WELL-BEING



**Alliance Select Foods International Inc. (ASFII) continues to maintain strong ties with the community by fostering projects that encourage employee volunteerism.**

Employees are encouraged to be actively involved in these community projects to demonstrate their commitment, service, and social responsibility.

In 2024, the community partnership grew through a myriad of social initiatives.

### Internship Program

Partnered with Bawing National High School, providing students hands-on experience.

### Brigada Eskwela

Recognized as a key stakeholder at Changco Elementary School, contributing construction supplies to improve facilities.

### Environmental Initiatives

Continued partnership with Sarangani Bay Protected Seascape (SBPS) through coastal clean-ups and sustainability efforts.

### Family Welfare Initiatives

Engaged in a feeding program and medical mission at General Santos Fishport, benefiting hundreds of fisherfolk and their families.

**Additionally, the company values community feedback and impact.**

**Changco Elementary School** recognized us as a key stakeholder, noting that our contributions significantly improved their learning environment.

**SBPS** emphasized that our environmental efforts have inspired greater awareness and action in marine conservation.

The **Family Welfare Committee** and fisherfolk community deeply appreciated our feeding program and medical mission, with beneficiaries highlighting the much-needed medical assistance and nutritional support.

Constructive feedback includes suggestions to expand our programs, such as more frequent medical missions, broader internship opportunities, and increased engagement in sustainability projects like tree-planting and long-term environmental education.

# Community Engagement and CSR Initiatives

## From Bay of Gold Scholar to Management Trainee

**Kate Margarete Lim** is an ASFII Management Trainee (MT) and beneficiary of the company's Bay of Gold scholarship program. A licensed Fisheries Professional, Kate is an honors graduate from the Mindanao State University.

Recalling her MT boot camp experience, she was caught off guard by demanding on-the-spot challenges, but benefited from the wealth of knowledge condensed into two days. She was grateful to be admitted to the MT program. Kate describes her stint at Alliance as challenging and rewarding.

**“Alliance has pushed me beyond my comfort zone. I have more confidence and resilience. Handling different projects at work taught me essential management and communication skills.”**



ASFII's Bay of Gold Scholarship offers **full financial support** to qualified students of Mindanao State University – General Santos, pursuing BS Marine Biology or BS Fisheries.



## Allied Employees Multi-Purpose Cooperative Brings Joy to Bagong Silang Elementary School

**San Jose, August 18, 2024** – The Allied Employees Multi-Purpose Cooperative (AEMPC) made a meaningful impact on the community as they conducted an outreach program at Bagong Silang Elementary School. The event, held on a bright Sunday morning, aimed to support young learners by providing them with essential school supplies and fostering a spirit of unity and generosity.

AEMPC members and officers personally handed out school supplies to students from Grades 1 to 6, ensuring that each child received the necessary tools to support their education. The event was graced by the presence of the Purok chairman and dedicated teachers, who expressed their gratitude for the cooperative's initiative.

The outreach program was more than just a donation drive—it was a celebration of community and joy. The children enthusiastically participated in various parlor games, filling the school grounds with laughter and excitement. A short program followed, where students, teachers, and cooperative members came together in a shared moment of camaraderie.

To further nurture the well-being of the students, a feeding program was organized, providing nourishing meals to both the children and their parents. The sight of smiling faces and heartfelt thanks underscored the success of the event, reinforcing the cooperative's commitment to social responsibility.

**“This initiative embodies our commitment to giving back and making a difference. Seeing the children happy and eager to learn is truly fulfilling,”**

said an AEMPC officer.

The outreach program concluded with a profound sense of appreciation and accomplishment among all involved. Through the collective effort of the cooperative, the event became a beacon of kindness and generosity, leaving a lasting impact on the students and the community of Bagong Silang Elementary School.

# Employee Security, Health, Safety, and Wellness

GRI 401-1, 401-2

High Priority

Key Performance Indicator	2024	2023	2022	2021
Total number of employees	1472	1,467	1,312	1,101
Number of female employees	826	812	653	582
Number of male employees	646	655	659	519
Attrition rate	15.24%	17.18%	19.56%	24.40%
Ratio of lowest paid employee against minimum wage	0	0	0	0

From 2021 to 2024, the number of employees steadily increased from 1,101 to 1,472. The number of female employees grew from 582 in 2021 to 826 in 2024, while the number of male employees declined from 659 in 2022, to 646 in 2024. Additionally, the ratio of the lowest-paid employee against the minimum wage remained at 0 across all reported years. Employee retention improved, with the attrition rate decreasing from 19.56% in 2022 to 15.24% in 2024, possibly due to better employee engagement, career development programs, or workplace policies.

Key Performance Indicator	2024	2023	2022	2021
Employees covered with Collective Bargaining Agreement	0	0	0	0

There were no employees under a Collective Bargaining Agreement (CBA). However, ASFII maintains open communication through the Labor Management Committee (LMC).

Key Performance Indicator	2024	2023	2022	2021
Total training hours provided to direct female employees (hours)	80	80	80	81
Total training hours provided to direct male employees (hours)	80	80	80	81
Average training hours provided to female employees (hours)	20	20	20	7.1
Average training hours provided to male employees (hours)	20	20	20	7.1

ASFII has maintained a strong commitment to employee training, ensuring equal learning among employees across genders. Since 2022, total training hours for both males and females have remained consistent at 80 hours. The average training hours per employee increased from 7.1 in 2021 to 20 in 2024 and remained steady until 2024. This significant improvement reflects the company's focus on upskilling its workforce, enhancing employee performance, and fostering professional growth.

List of Benefits	Y/N	% of female employee who availed for the year	% of male employee who availed for the year
SSS	Y	6%	13%
PhilHealth	Y	6%	9%
Pag-Ibig	Y	21%	33%
Parental leaves	Y	4%	5%
Vacation leaves	Y	58%	45%
Sick leaves	Y	6%	13%
Bereavement leave	Y	5%	4%
Medical benefits (aside from PhilHealth)	Y	6%	13%
Housing assistance (aside from Pag-Ibig)	N	N/A	N/A
Retirement fund (aside from SSS)	N	1%	0%
Further education support	N	N/A	N/A
Company stock options	N	N/A	N/A
Emergency loans at no interest	Y	7%	8%

## Alliance Select Foods International Inc. recognizes the importance of its employees and is committed to ensuring fair compensation.

The company provides wages for regular working hours, overtime, and night differentials in full compliance with legal standards while prioritizing a convenient and efficient payment process for its workforce. Full-time employees receive comprehensive benefits packages including HMO coverage, group life insurance, annual and bereavement leaves, emergency loans, and retirement benefits. In addition to financial and health support, the company offers personal development and training programs aimed at enhancing employees' skills and fostering career growth.

## Human Rights and Labor Practices

GRI 405-1, 407-1, 408-1

Moderate Priority

The company acknowledges its responsibility to shareholders, employees, suppliers, customers, and society, particularly the communities of its surrounding operations.

Key Performance Indicator	2024	2023	2022	2021
Number of Legal actions or employee grievances involving a forced or child labor	0	0	0	0

To uphold these commitments, it follows a set of operating principles outlined under its Ethical Policy, which encompasses the following:

Key Performance Indicator	Y/N	Reference in the company policy
Forced Labor	Y	HRD-006 Corporate Social Responsibility
Child Labor	Y	HRD-006 Corporate Social Responsibility
Human Rights	Y	HRD-006 Corporate Social Responsibility

# Occupational and Process Safety

GRI 403-2, 403-9, 403-10

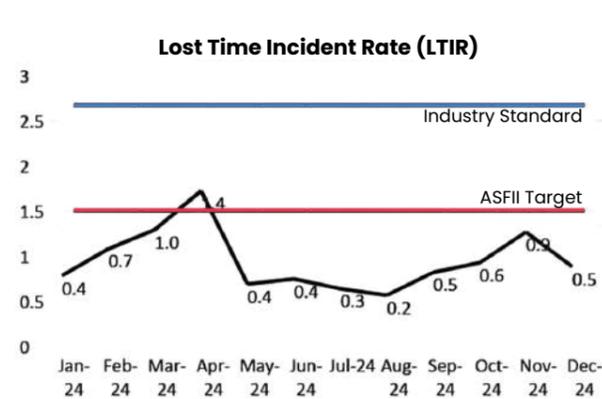
Moderate Priority

The company remains committed to ensuring workplace safety, as shown by a significant reduction in work-related injuries.

Key Performance Indicator	2024	2023	2022	2021
Safe Man-Hours	3,346,840	2,534,400	969,000	969,000
Number of work-related injuries	1	2	15	15
Number of work-related fatalities	0	0	0	0
Number of work-related ill-health	0	0	0	0
Number of safety drills	4	4	2	2

In 2023, only 2 injuries were recorded. A major improvement from 15 reported cases in both 2022 and 2021. Additionally, no work-related fatalities or work-related ill health were reported across all years. Safe-man hours have also increased, reaching 2,534,400 in 2023 from 969,000 in 2022 and 2021. The number of safety drills conducted doubled from two in 2022 to four in 2023, demonstrating a proactive approach to risk prevention for the workforce.

To ensure employee safety, the company conducts regular HSSE committee meetings to review and plan health and safety initiatives across the manufacturing plant. The health and wellness programs include annual physical exams, medical and life insurance and 24/6 company clinics that also support partner service providers.



**Lost Time Incident Rate (LTIR)** is a standard Occupational Safety and Health (OSH) metric that calculates the number of incidents that result in time away from work. In 2024, our Lost Time Injury Rate (LTIR) decreased by 80% compared to 2023, reaching a rate of 0.6 injuries per 100,000 hours worked, which may be attributed to our continuous occupational safety campaigns, drills, and fire fighting training.

Workplace incidents are closely monitored through the STOP program in which an online reporting system allows employees, visitors, and contractors to report incidents and injuries.

Compliance with labor laws and ethical standards is maintained through adherence to the Amfori BSCI Code of Conduct, ensuring fair wages, safe working conditions, and ethical labor practices. Occupational safety is the company's priority. The company ensures this through annual work environment measurements, quarterly safety audits, and mandatory medical exams.



Key Performance Indicator	2024	2023	2022	2021
Number of sustained complaints on products or service health and safety	44	0	-	-
Number of complaints addressed	44	0	-	-

The company recorded 44 sustained complaints related to the product or service health and safety in 2024. However, all complaints were promptly addressed, ensuring customer concerns were efficiently resolved. In previous years, no complaints were reported.



# Workplace Diversity and Leadership

GRI 405-1

Moderate Priority

Key Performance Indicator	2024	2023	2022	2021
3rd party workers Muslim population	18%	-	-	-
Male workers in the workforce	53%	50.23%	50.23%	12%
Female workers in the workforce	47%	49.77%	49.77%	16%
Number of employees from indigenous communities	-	469	469	312

## ASFII fosters diversity and inclusion by ensuring equal opportunities in recruitment, compensation, and access to resources.

Our workforce reflects balanced representation across gender and religious demographics, reinforcing an inclusive workplace culture. The number of employees from indigenous communities stayed the same at 469 in both years. The number of employees from indigenous communities remained stable at 469 in 2022 and 2023 but dropped to 312 in 2021, with 2024 data unavailable. Additionally, a new metric introduced in 2024 shows that 18% of 3rd party workers identify as Muslim, indicating an expansion in diversity tracking efforts.

# People, Culture, and Leadership

GRI 404-1, 405-1, 413-2

Moderate Priority

Key Performance Indicator	2024	2023	2022	2021
Male company leadership team	45	-	-	-
Female company leadership team	55	-	-	-

The company leadership structure in 2024 reflects a strong presence of both male and female leaders, with 45 % of leadership roles held by men and 55% by women.

## This highlights an inclusive approach to leadership development.



# Board Composition & Oversight

GRI 2-9, 2-10, 2-12, 405-1

Moderate Priority

The Board of Directors controls, operates, and exercises the powers of the corporation. Currently, the company's Board is composed of seven directors, three of whom are independent.

## LORENZO SIXTO T. LICHAUCO

68, Filipino Citizen  
Chairman of the Board

**C** - Executive Committee

Mr. Lichauco has been Officer in Charge of Seawood Resources, Inc., an investment holding company, since September 2020. He headed the Philippine stockbroking operations of Peregrine Securities Philippines, Inc., Crosby Securities, CLSA Securities, HSBC Securities, and Maybank-ATR-Kim Eng Securities. He briefly headed the Asset Management Group at the GSIS, the state pension fund, and ran the equity portfolio investments for Security Bank Corporation.

Mr. Lichauco is Chairman of Mizu Resources and a director of Resins, Inc. He is also an independent director and Vice Chairman of SB Equities, Inc.

He obtained an MBA degree from George Washington University in Washington D.C. and a BA Economics degree from Westminster College, Pennsylvania.

## GABRIEL A. DEE

60 Filipino citizen; Vice-Chairman

**VC** - Executive Committee

Mr. Dee obtained his law degree from the University of the Philippines College of Law and his Master of Laws degree from the University of California Berkeley School of Law.

He is currently the Managing Partner of Picazo Buyco Tan Fider & Santos Law Offices. He is a Director and Corporate Secretary of various listed and unlisted corporations, including several financial institutions. He is also a resource person for various seminars on Initial Public Offering, Listings and Estate Planning.

Mr. Dee has been practicing law since 1989. He teaches Corporation and Securities Law at the UP College of Law and the Tanada-Diokno College of Law (DLSU).

## JEFFREY P. YULO

54, Filipino citizen; Director,  
President & CEO

**M** - Executive Committee

Mr. Yulo graduated from the Colegio de San Agustin in 1993 with a Bachelor's degree in Marketing Management.

He was the Chief Operating Officer of Goldilocks Bakeshop, Inc. from January 2020 to October 2021, and was the Chief Operating Officer and Assistant Country Director - Philippines for Cargill - Joy Meats Production, Inc. from June 2018 to April 2019. He served as the Commercial Projects Director in Latin America, and the Project Management Director - Philippines for Coca-Cola FEMSA from 2015 to 2018. Mr. Yulo was a General Manager for GlaxoSmithKline Philippines-Consumer Healthcare from 2013 to 2015, and Country General Manager for Reckitt Benckiser Philippines, Inc. from 2010 to 2013. From 2000 to 2010, Mr. Yulo was with Masterfoods Philippines, Inc. / Wrigley Philippines, Inc. where he served in various capacities until he was appointed as National Sales Director in 2004. Mr. Yulo started his career with Unilever Philippines, Inc., where he was the National Merchandising Manager.

## JOSEPH PETER Y. ROXAS

63, Filipino citizen; Director

**M** - Board Risk Oversight  
Committee

Mr. Roxas graduated from the Ateneo de Manila University in 1983 with a Bachelor's degree in Economics. He also has MBA units from the Ateneo de Manila University Graduate School.

Mr. Roxas has been a member of the Board of Directors of Alliance Select Foods International, Inc. since 2016. He is the President of Eagle Equities, Inc., a position he assumed since 1996. He is also presently a Director of Kimquan Trading Corporation, a privately held company. Mr. Roxas was also a member of the Board of Governors of the Philippine Stock Exchange. Mr. Roxas was with R. Coyuito Securities as Assistant Vice President for Research from 1993 to 1995, and Investment Officer from 1987 to 1992. Mr. Roxas is a certified acupuncturist.



CORPORATE GOVERNANCE DIMENSION  
**Governance Pillar**  
ENSURING REGULATORY  
COMPLIANCE

**DOBBIN A. TAN**

61, Filipino citizen;  
Independent Director

**C** - Audit Committee

**M** - Board Risk Oversight Committee

**M** - Corporate Governance Committee

**M** - Related Party Transactions Committee

Mr. Tan graduated from the Ateneo de Manila University in 1985 with a Bachelor of Science degree in Management Engineering. He obtained his Master's degree in Business Administration from the University of Chicago, Booth School of Business in 2013. Mr. Tan also attended a Management Development Program of the Asian Institute of Management in 1990, and a Strategic Business Economics Program of the University of Asia and the Pacific in 2001.

Mr. Tan is presently the Chief Executive Officer of Red Rock IT Security. He is also School Treasurer of Xavier School, Inc. and an independent director of Philequity Funds.

He was Managing Director and Chief Operating Officer of Information Gateway from 2002 to 2012. Mr. Tan also served as Vice President for Marketing of Dutch Boy Philippines from 2000 to 2002, President of Informatics Computer College from 1997 to 2000, Assistant Vice President for Marketing of Basic Holdings from 1994 to 1997, Operations Manager of DC Restaurant Management Systems from 1990 to 1994, and Senior Financial Analyst/ Corporate Planning Manager for San Miguel Corporation from 1985 to 1990.

**DOMINGO C. GO**

64, Filipino Citizen, Lead Independent Director

**C** - Corporate Governance Committee

**C** - Related Party Transactions Committee

**M** - Executive Committee

**M** - Audit Committee,

Mr. Go is an alumnus of the Ateneo de Manila University where he graduated with the degree of Bachelor of Science in Management (Honors Program), and undertook special studies as the recipient of a one-year exchange scholarship program at the International Christian University in Tokyo, Japan. He obtained his Master of Business Administration from the University of the Philippines-Diliman.

Mr. Go is an Independent Director and Chairman of the Audit Committee of Mitsubishi Motors Finance Philippines, Inc. He served as a Director of the Financial Executives Institute of the Philippines (FINEX) from 2020-2023, and was also a Director of the FINEX Academy from 2020-2021. He is currently the Chairman of the Partnerships Committee of FINEX and a Trustee of the FINEX Research & Development Foundation, Inc. He is presently a Trustee of the Philippine Federation of Japan Alumni, Inc. (since July 2015) and has served as its President from 2022-2024.

Previously, he served as the Head of the Equity Investments Department at the Metropolitan Bank & Trust Company (Metrobank), where he also previously held positions at its Merchant Banking Division and the Account Management Group. He concurrently held positions in various investee companies of the Metrobank Group, and was a Director of Northpine Land, Inc. (where he was Vice Chairman and Chairman of the Excom), Toyota Manila Bay Corporation, Sumisho Motor Finance Corporation, SMBC Metro Investment Corporation, and Sagara Metro Plastics Industrial Corporation, among others.

Mr. Go is a Fellow of the Institute of Corporate Directors (ICD)

**FERNANDO L. GASPAR**

73, Filipino citizen, Independent Director

**C** - Board Risk Oversight Committee

**M** - Audit Committee

Mr. Gaspar is concurrently the President and CEO of Falconer Aircraft Management, Inc. and Aviation Concepts Technical Services, Inc. He is the Chairman of the Board of the Ortol Group of Companies, and a Board Advisor and Board Member of Radiowealth Finance Corporation.

From 2016 till 2020, Mr. Gaspar was President and CEO of Roxas and Company, Inc., a listed company engaged in real estate development, hospitality and coconut processing. From 2008 till 2016, he was Senior Vice President and Chief Administration Officer of International Container Terminal Services, Inc. (ICTSI), where he inspected container terminals worldwide and led expansion and operations improvement projects.

Before that, Mr. Gaspar worked for Alvarez & Marshall, a New York-based turnaround firm. He was the CEO of the Kuok Group of Companies (Philippines). Mr. Gaspar also worked with San Miguel Corporation, taking senior management positions in the Philippines, Hong Kong, China and Vietnam.

From 2020 to 2022, Mr. Gaspar organized and was the President and CEO of Kerry Group Philippines Foundation, Inc., a charitable institution of the Kuok Group. Mr. Gaspar earned his Bachelor of Science degree in Chemical Engineering from De La Salle University in Manila, Philippines.

**BOARD NOMINATION AND ELECTION PROCESS**

Any stockholder of record may nominate an individual to be a director of the corporation. Only stockholders of record entitled to notice of, and to vote at the regular or special meeting of stockholders for the election of directors, are qualified for nomination and election as directors of the company.

The Governance Committee finalizes and approves the Final List of Candidates for election as directors, in accordance with the company's by-laws, Revised Manual on Corporate Governance, the Securities Regulation Code and SEC guidelines.

The final list of candidates is presented to the shareholders. Stockholders have the right to vote in person or by proxy, either online or by sending a physical copy to the Corporate Secretary. Once all votes have been cast, ballots and proxies are validated by a special committee. The results are announced during the annual meeting of stockholders and are made publicly available immediately.

**THE BOARD'S ROLE IN STRATEGY AND RISK MANAGEMENT**

The Company has an established Board Risk Oversight Committee composed of three Board members, required to meet at least twice annually. The Committee regularly reviews and updates the Enterprise Risk Management Program led by the Company's Risk Officer, Rona Silvestre.

**THE BOARD COMMITTEES**

Serving as support to the board, assisting them in ensuring the compliance and conformity to the principles of good corporate governance, the Board has established five committees.

- Corporate Governance Committee**

The Corporate Governance Committee supports the Board upholding its corporate governance duties in line with the company's Corporate Governance Manual, the Corporate Governance Code, and all applicable Philippine Stock Exchange (PSE) regulations. It is expected to ensure the effective implementation of the corporate governance framework and to conduct periodic reviews to ensure its relevance, in consideration with the changes in the company's size, complexity, strategy, and regulatory environment. Additionally, the Committee oversees policies on business interest disclosures, conflict of interest management, officer appointments and promotions, and the performance evaluation of the Board, the committees, and senior management.

- Audit Committee**

The Audit Committee strengthens the Board's oversight of the company's financial reporting, internal control system, and internal and external audit processes. It carries out its responsibilities as mandated by the corporate Governance Manual, the SEC's Code of Corporate Governance, and the Corporate Governance Guidelines and the rules set forth by the PSE. Furthermore, it also oversees senior management in establishing and maintaining a strong internal control framework. It is expected to ensure that systems and processes are established to provide assurance in key areas such as financial reporting, compliance with laws and internal policies, operational efficiency, and asset protection.

## Board Risk Oversight Committee

The Board Risk Oversight Committee aids the Board in the identification, assessment, management of enterprise risks such as financial, regulatory, strategic, and operational risks. It ensures that an effective and integrated risk management framework is in place, safeguarding the interests of the Company and its stakeholders.

## Related Party Transactions Committee

The Related Party Transactions Committee helps the company effectively identify, monitor, and manage related party transactions (RPTs) to uphold transparency and fairness. It ensures that all RPTs are conducted on an arm's-length basis and oversees the proper disclosure of RPT exposures and conflict of interest policies. Further, the committee is also expected to conduct periodic reviews of existing RPT policies and procedures to maintain compliance with regulatory requirements.

## Executive Committee

The Executive Committee has the authority to exercise the Board's authority in managing the business and affairs of the company when the Board is not in session. However, its authority does not extend to matters requiring shareholder approval, filling Board vacancies, amending or repealing by-laws, modifying Board resolutions that exhibits prohibit such changes, and approving dividend distributions.

## BOARD COMPENSATION

The Company annually holds no less than six meetings to discuss and deliberate on significant corporate governance topics, strategic plans, and policies.

Meeting, Attendance	Board of Directors Meetings	Organizational Meetings
<b>Total No. of Meetings</b>	6	1
<b>Lorenzo Sixto T. Lichauco</b> Chairman of the Board	6/6(100%)	1/1(100%)
<b>Gabriel A. Dee</b> Vice Chairman	6/6(100%)	1/1(100%)
<b>Jeffrey P. Yulo</b> Director, President & CEO	6/6(100%)	1/1(100%)
<b>Joseph Peter Y. Roxas</b> Director	6/6(100%)	1/1(100%)
<b>Dobbin A. Tan</b> Independent Director	6/6(100%)	1/1(100%)
<b>Domingo C. Go</b> Independent Director	6/6(100%)	1/1(100%)
<b>Fernando L. Gaspar</b> Independent Director	6/6(100%)	1/1(100%)

## BOARD COMPENSATION

In accordance with the amended By-Laws, the Board of Directors shall receive compensation based on a percentage of the company's net income before income tax for the preceding year, with the total amount not exceeding 10%. The allocation of this compensation among the directors will be decided by the Board, in manner it collectively deems appropriate, which shall be then subject to approval by stockholders holding at least a majority of the outstanding capital stock during either a regular or special stockholder meeting

Currently, there are no existing formal compensation arrangements for the Directors. However, Directors are provided with reasonable per diem allowances.

Meeting, Attendance	Year	Organizational Meetings	Bonuses and Other Income (in PHP '000)
CEO and the four most highly compensated officers named above	2021	16,803	311
	2022	26,373	351
	2023	27,115	600
	2024*	29,224	800
Aggregate compensation paid to all officers and directors as a group unnamed	2021	22,639	1,324
	2022	30,563	1,290
	2023	33,129	1,399
	2024*	37,783	1,600

Note: 2024 data is based on estimates from the 2023 Annual Report.

## BOARD DIVERSITY

ASFII recognizes that diversity among its Directors will foster an extensive and comprehensive debate that will refine and provide adequate scrutiny to the Board's decision-making. As such, our Board of Directors represents a diverse background of professionals that are equipped with the relevant expertise and competencies to properly undertake and adhere to their duties judiciously and exercise independent judgment on key topics and issues requiring Board ratification. Our Board is composed of directors with the appropriate mix of competence, industry experience, expertise in business, compliance, operations, and financials among others, which are relevant to the corporation's business and operations.

Each director possesses their own unique strengths that adds value to the corporation. The Board implements an intricate process of selection based on merit that ensures a mix of competent Directors and Officers and adopts a policy on Board diversity, as to age, ethnicity, culture, skills, competence, and knowledge.

**ACGS Golden Arrow**  
ASFII won the ACGS Golden Arrow in 2023 (One Arrow) and 2024 (Two Arrow).



# Business Ethics & Integrity

GRI 2-15, 2-23, 2-26, 205-1

Moderate Priority

ASFII has the utmost regard to ensure that all phases and segments of our production process and operations are duly compliant with the government requirements and related regulations.

## CODE OF CONDUCT AND ETHICS

ASFII strives to be the trusted partner for world-class seafood products, seeking to provide maximum value for the company's people, customers, and shareholders. All of our business affairs and operations are founded on our commitment to adhering integrity, accountability, concern, and teamwork. In upholding our core values, the Company operates under the guiding principles set forth under our Code of Business Conduct and Ethics.

Particularly, it comprehensively maps our principles for honest and fair dealings, conflicts of interest, corporate entertainment and gifts, insider trading, disclosures, anti-corruption, and anti-sexual harassment. Some of these policies are further discussed in the following sections.

## HOSPITALITY AND GIFTS

All internal personnel are required to disclose the acceptance of hospitality and gifts. These hospitality and gift proposals are subject to approval of the Management or the Board, whichever is applicable, provided that said propositions are founded on clear business objectives and appropriate for the nature of the business relationship. No gifts or hospitality amounting to a monetary value of more than PHP 2,001 are allowed under company policy.

Prior to the acceptance or giving of gift or hospitality, our employees are enjoined to consider four factors:

1. Purpose: "Will this compromise myself or the company?"
2. Appropriateness: "Is this against our company policies?"
3. Conflict of interest: "Is it attached to any formative contracts or renewals?"
4. Risks: "Will there be ill consequences on the company if I accept?"

If the answer to any of the above questions is found to be "Yes," the employee must not accept or provide the gift or hospitality.

## WHISTLEBLOWING POLICY

A whistleblowing policy is established in accordance with the company's commitment to uphold the highest ethical standards among its directors, officers, employees and stakeholders. We ensure that existing platforms are available such that our employees and partners with credible information are able to report to the company any suspected case of bribery, harassment, victimization, or misuse of disciplinary proceedings.

Currently, whistleblowing cases can be made through face-to-face reports to the Company's Compliance Officer, digitally through e-mail, and anonymously.



## ANTI-CORRUPTION POLICIES & PROCEDURES

ASFII is resolute in upholding its transparency, accountability, and integrity. We are persistent in asserting our mandate to never seek, accept or give bribes, facilitate payments, kickbacks or other improper payments.

The company takes decisive action to maintain transparency, ensure that neither our directors nor employees affiliate themselves or participate in any form of bribery or any improper advantage. We strictly oppose illicit and illegal payments to agents, public officials, or business partners. Furthermore, we engage and remunerate the relevant agents and other third parties solely for their legitimate services.

We expect our employees to unflinchingly uphold honesty, integrity, and fairness in every business interaction, adhering to the highest professional and ethical standards. Similarly, these expectations extend to our business partners and suppliers.

## Company Actions

The company is firm in our commitment to ensuring that no form of corruption and bribery ensue in all levels of our management and operations. In upholding the integrity in our operations, we constantly strive in communicating to our employees—both tenured and newly inducted—the established policies, procedures, and protocols in these areas through training and comprehensive dissemination of guidelines.

Key Performance Indicator	2024	2023	2022	2021
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%
Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%
Percentage of directors and management that have received anti-corruption training	100%	100%	100%	100%
Percentage of employees that have received anti corruption training	100%	100%	100%	100%

A robust management control system was designed to prevent bribery and corruption in the company. Particularly, our financial and tax accounting, and our auditing practices are structured to ensure transparency, preventing the creation of undisclosed accounts and fabricated or inaccurate financial records.

### ASFII maintains its strict stance against bribery and corruption.

All credible allegations are thoroughly investigated, and all personnel involved and under investigation may be placed on suspension; if found guilty, employees may face termination. Similarly, the company reserves its right to terminate contracts with consultants, contractors, or other external parties found to have violated our imposed protocols and commitments to protocols through corrupt practices in relation to their business with the company.

# Data Security and Governance

GRI 404-1, 418-1

Moderate Priority

Understanding that our operations involve the integration of information systems, digital media, and technology to several of our activities including communication and data compilation and storage, the Company firmly commits itself to ensuring strong data security measures are established, safeguarding all collected and stored personal and corporate information. In 2022, ASFII finalized, disseminated to our employees, and implemented a Data Privacy Policy. The policy outlines procedures and protocols for the management and appropriate responses to data breaches, particularly to cases involving personal information. It is aligned and compliant with the regulatory requirements of the Data Privacy of 2012.

## INCIDENTS OF DATA BREACH

In the past year, the company has not experienced any data breaches. Nonetheless, the company is in compliance with the Data Privacy Act of 2012; and protocols to respond to any form of threats to cyber security are clearly laid out in our Data Privacy Policy. Annually, our data security policies are reiterated to our employees. In further strengthening our response to data breaches and other risks to data security, the company also has a registered Data Protection Officer in charge—Mr. Gino Marco P. Bautista.

# Regulatory Changes and Compliance

GRI 2-27, 307-1, 419-1

Moderate Priority

ASFII continues to acknowledge the potential changes in the existing regulatory requirements relevant to our operations. As such, it is our duty to remain adaptable to these evolving regulations to mitigate all financial and legal risks that may result in material costs to the company.

## COMPLIANCE MANAGEMENT

To ensure that the company complies with applicable laws and regulations, ASFII has an appointed Chief Compliance Officer (i.e., Atty. Maria Resa S. Celiz). Her role is dedicated to overseeing the company's adherence to the regulatory requirements. The company maintains a comprehensive system for tracking certifications, permits, and licenses, ensuring these are continually updated, renewed, and aligned with existing legal standards.

In the past year, ASFII has maintained a clear compliance record, without any incurred fines, sanctions, or legal actions related to non-compliance. This reflects the company's consistent commitment to upholding the highest standards of regulatory integrity.

## RISK MANAGEMENT AND INTERNAL CONTROLS

ASFII proactively manages and mitigates regulatory risks through various policies and frameworks. In 2022, the company entered into an agreement with an external auditing firm to review and assess the design and operational effectiveness of business processes and internal controls. The review ensures that the company's operations meet or exceed the requirements and aids in the identification of potential areas for improvement.

ASFII is supported by an internal auditor—Ms. Maria Rona Silvestre—who is in charge of overseeing the company's compliance with the regulatory standards. We employ the Systems Applications and Products (SAP) software for financial controls, ensuring rigorous financial compliance with the relevant and applicable regulatory requirements. Our Audited Financial Statements reflect the company's risk management procedures, processes, and the key risks that the Company is facing. We adhere to the Philippine Financial Reporting Standards (PFRS) and relevant regulations issued by the Securities and Exchange Commission (SEC) to guide our financial practices.

In terms of business ethics, the company ensures that all directors, officers, employees, and consultants are adequately knowledgeable and informed regarding the company's ethical standards as set forth under our comprehensive Code of Business Conduct and Ethics [See Code of Conduct and Ethics section]. The Code is also publicly accessible digitally on the company's website. It covers proper protocols on topics such as conflict of interest, receiving gifts and hospitality, insider trading, anti-corruption, and anti-sexual harassment.

Alliance Select Foods  
International, Inc.  
**2025 National Convention**



# APPENDIX: METRICS AND GRI STANDARDS



## Performance Pillar: Towards a Sustainable Supply Chain

Materiality Category	Metrics and Indicators	GRI Standard	GRI Standard Name
<b>Community Support</b>	Investments to community	GRI 201-1	Direct economic value generated and distributed
	Number of CSR initiatives [e.g., scholarships, donations, environmental projects]	GRI 413-1	Operations with local community engagement, impact assessments, and development programs
	Number of partnerships with cooperatives	GRI 413-1	Operations with local community engagement, impact assessments, and development programs
<b>Profitability</b>	Revenue growth rate	GRI 201-1	Direct economic value generated and distributed
	Net profit margin	GRI 201-1	Direct economic value generated and distributed
	Direct economic value generated (Revenue)	GRI 201-1	Direct economic value generated and distributed
	Normalized operating costs	GRI 201-1	Direct economic value generated and distributed
	Employee wages and benefits	GRI 201-1	Direct economic value generated and distributed
	Interest payments to loan provider	GRI 201-1	Direct economic value generated and distributed
	Investments to community	GRI 203-1	Infrastructure investments and services supported
<b>Customer Management</b>	Number of substantiated customer complaints on health, safety, or privacy	GRI 416-2	Incidents of non-compliance concerning health and safety impacts of products and services
	Customer satisfaction survey results	GRI 102-43	Approach to stakeholder engagement
	Product recalls due to health/safety issues	GRI 416-1	Assessment of the health and safety impacts of product and service categories
	Marketing and labeling complaints	GRI 417-2	Incidents of non-compliance concerning product and service information and labeling
<b>Sustainable Supply Chain Management</b>	Percentage of fish sourced from sustainable practices [MSC-certified, FAD-free]	GRI 308-1	Supplier environmental assessment
	Compliance with ethical labor practices [ILO standards, no forced labor, no child labor]	GRI 414-1	Supplier social assessment
	Greenpeace Sustainability Ranking (No updated ranking for 2023)	GRI 204-1	Procurement practices
<b>Responsible and Transparent R&amp;D</b>	R&D spending as a % of revenue	GRI 201-4	Financial assistance received from government
	Patents or innovations developed	GRI 302-5	Reductions in energy requirements of products and services
<b>Product Quality and Safety</b>	Number of substantiated complaints on product/service safety	GRI 416-2	Incidents of non-compliance concerning health and safety impacts of products and services
	Number of FDA violations or regulatory issues	GRI 416-1	Assessment of the health and safety impacts of product and service categories
	Number of product recalls due to safety issues	GRI 417-1	Requirements for product and service information and labeling
	Percentage of food safety training for employees	GRI 404-1	Average hours of training per year per employee



## People Pillar: Emphasis on Workforce Well-being

Materiality Category	Metrics and Indicators	GRI Standard	GRI Standard Title
<b>Employment</b>	New employee hires and turnover	GRI 401-1	New Employee Hires and Employee Turnover
	Employee compensation and benefits	GRI 401-2	Benefits Provided to Full-Time Employees that are Not Provided to Temporary or Part-Time Employees
<b>Labor/Management Relations</b>	Minimum notice periods regarding operational changes	GRI 402-1	Minimum Notice Periods Regarding Operational Changes
	Hazard identification, risk assessment, and incident investigation	GRI 403-2	Hazard Identification, Risk Assessment, and Incident Investigation
<b>Occupational Health and Safety</b>	Work-related injuries	GRI 403-9	Work-Related Injuries
	Work-related ill health	GRI 403-10	Work-Related Ill Health
<b>Training and Education</b>	Average hours of training per year per employee	GRI 404-1	Average Hours of Training per Year per Employee
<b>Diversity and Equal Opportunity</b>	Diversity of governance bodies and employees	GRI 405-1	Diversity of Governance Bodies and Employees
<b>Freedom of Association and Collective Bargaining</b>	Collective Bargaining Agreement	GRI 407-1	Operations and Suppliers in Which the Right to Freedom of Association and Collective Bargaining May Be at Risk
<b>Child Labor</b>	Operations and suppliers at significant risk for incidents of child labor	GRI 408-1	Operations and Suppliers at Significant Risk for Incidents of Child Labor
<b>Local Communities</b>	Operations with significant actual and potential negative impacts on local communities	GRI 413-2	Operations with Significant Actual and Potential Negative Impacts on Local Communities
<b>Customer Health and Safety</b>	Assessment of the health and safety impacts of product and service categories	GRI 416-1	Assessment of the Health and Safety Impacts of Product and Service Categories
	Incidents of non-compliance concerning the health and safety impacts of products and services	GRI 416-2	Incidents of Non-Compliance Concerning the Health and Safety Impacts of Products and Services



# Planet Pillar: Growing Environmental Concern

Materiality Category	Metrics and Indicators	GRI Standard	GRI Standard Title
<b>Climate Protection</b>	Greenhouse Gas (GHG) Emissions Reduction Initiatives	GRI 305-5	Reduction of GHG Emissions
	Carbon footprint reduction through solar energy adoption	GRI 302-1	Energy Consumption within the Organization
	Total energy consumption (renewable and non-renewable)	GRI 302-1	Energy Consumption within the Organization
	Installation of air pollution scrubbers	GRI 305-7	Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions
	Exploration of biogas as an alternative fuel source	GRI 302-4	Reduction of Energy Consumption
	Air emissions (NOx, SOx, particulate matter, hazardous air pollutants)	GRI 305-7	Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions
<b>Energy Management</b>	Energy consumption from renewable sources (kWh)	GRI 302-1	Energy Consumption within the Organization
	Energy consumption from non-renewable sources (gasoline, diesel, LPG)	GRI 302-1	Energy Consumption within the Organization
	Solar power facility capacity (kWP)	GRI 302-4	Reduction of Energy Consumption
<b>Water Stewardship</b>	Total water withdrawal (cubic meters)	GRI 303-3	Water Withdrawal
	Water recycled and reused	GRI 303-5	Water Consumption
	Compliance with wastewater treatment standards	GRI 303-4	Water Discharge
	pH monitoring of water in sedimentation tanks	GRI 303-4	Water Discharge
	Total wastewater discharged (cubic meters)	GRI 303-4	Water Discharge
	Installation of Dissolved Air Flotation (DAF) system for wastewater treatment	GRI 303-2	Management of Water Discharge-Related Impacts
	Use of sludge from wastewater treatment as fertilizer for vegetable gardens	GRI 306-2	Waste by Type and Disposal Method
<b>Waste Reduction and Circular Economy</b>	Percentage of recycled input materials used (e.g., cans, plastics, fish by-products)	GRI 301-2	Recycled Input Materials Used
	Solid waste generated (MT), segregated into recyclable, reusable, composted, and landfill waste	GRI 306-2	Waste by Type and Disposal Method
	Innovations in upcycling fish by-products beyond fish meal & oil (e.g., collagen, nutraceuticals, cosmetics use)	GRI 301-2	Recycled Input Materials Used
	Targets for achieving zero-waste manufacturing process	GRI 306-2	Waste by Type and Disposal Method
	Extended Producer Responsibility (EPR) initiatives for waste collection & recycling	GRI 306-2	Waste by Type and Disposal Method
	Waste reduction initiatives (tray washers reducing water usage by 65%)	GRI 303-5	Water Consumption
	Donation of rejected cans, pallets, and plastics for local government projects	GRI 306-2	Waste by Type and Disposal Method
	Total hazardous waste generated (e.g., used oil, batteries, bulbs)	GRI 306-4	Transport of Hazardous Waste
<b>Hazardous Waste Management</b>	Compliance with DENR hazardous waste regulations	GRI 306-4	Transport of Hazardous Waste
	Third-party waste treatment facility for hazardous waste disposal	GRI 306-4	Transport of Hazardous Waste

Materiality Category	Metrics and Indicators	GRI Standard	GRI Standard Title
<b>Ecosystem and Biodiversity</b>	Operational sites in or near protected biodiversity areas (4 sites)	GRI 304-1	Operational Sites in or near Biodiversity Areas
	Habitats protected or restored (hectares)	GRI 304-3	Habitats Protected or Restored
	Sustainable fishing practices (FAD-free, MSC-certified fish sourcing)	GRI 304-2	Significant Impacts of Activities, Products, and Services on Biodiversity
	Zero involvement in whaling, shark finning, or illegal fishing practices	GRI 304-2	Significant Impacts of Activities, Products, and Services on Biodiversity
	Percentage of land dedicated to conservation of biodiversity protection	GRI 304-3	Habitats Protected or Restored
	Offset initiatives for habitat loss due to ASFII operations (e.g., mangrove, reforestation, coral reef restoration)	GRI 304-3	Habitats Protected or Restored
<b>Regulatory Compliance</b>	Environmental compliance certificates and permits (ECC, wastewater discharge permits)	GRI 307-1	Non-compliance with Environmental Laws and Regulations
	Monetary fines for environmental non-compliance	GRI 307-1	Non-compliance with Environmental Laws and Regulations
<b>Community Engagement &amp; Initiatives</b>	Participation in Sarangani Bay Coastal Clean-Up Drive	GRI 413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programs
	Recognition from DENR for environmental compliance (SBPS Baybay Award)	GRI 307-1	Non-compliance with Environmental Laws and Regulations
	ASFII's vegetable garden initiative (used for employee meals)	GRI 413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programs
<b>Packaging &amp; Sustainable Materials</b>	Percentage of biodegradable or compostable packaging used	GRI 301-3	Reclaimed Products and Their Packaging Materials
	Total weight of packaging materials used (paper, plastic, metal, etc.)	GRI 301-1	Materials Used by Weight or Volume
	Percentage of packaging materials that are recycled/recyclable	GRI 301-2	Recycled Input Materials Used
	Efforts to reduce single-use plastics in product packaging	GRI 301-2	Recycled Input Materials Used
<b>Renewable Energy Expansion</b>	Percentage of total energy sourced from renewables (Target vs. Actual)	GRI 302-1	Energy Consumption within the Organization
	Future investment in renewable energy projects (e.g., additional solar, wind, or hydro energy sources)	GRI 302-4	Reduction of Energy Consumption
	Energy efficiency improvements in manufacturing facilities (e.g., automation, heat recovery systems)	GRI 302-4	Reduction of Energy Consumption
<b>Marine Conservation &amp; Sustainable Fisheries</b>	Percentage of total fish sourced from certified sustainable fisheries (e.g., MSC-certified, FIP-supported)	GRI 304-2	Significant Impacts of Activities, Products, and Services on Biodiversity
	Traceability initiatives for fish sourcing (blockchain, QR codes for origin tracking)	GRI 308-1	New Supplier Screening
	Reduction of bycatch & marine ecosystem impact mitigation measures	GRI 304-2	Significant Impacts of Activities, Products, and Services on Biodiversity
	Commitments to eliminate illegal, unreported, and unregulated (IUU) fishing in supply chain	GRI 304-2	Significant Impacts of Activities, Products, and Services on Biodiversity
<b>Water Use Efficiency &amp; Pollution Control</b>	Water withdrawal intensity (m³ per ton of product produced)	GRI 303-3	Water Withdrawal
	Reduction in freshwater consumption through process optimization	GRI 303-5	Water Consumption
	Use of rainwater harvesting systems or alternative water sources	GRI 303-3	Water Withdrawal



## Governance Pillar: Ensuring Regulatory Compliance

Materiality Category	Metrics and Indicators	GRI Standard	GRI Standard Title
<b>Board Composition and Oversight</b>	Governance structure and composition	GRI 2-9	Governance Structure and Composition
	Nomination and selection of board members	GRI 2-10	Nomination and Selection of Board Members
	Role of the highest governance body in strategy & risk	GRI 2-12	Role of the Highest Governance Body in Strategy and Risk Management
	Board diversity (gender, experience, independence)	GRI 405-1	Diversity of Governance Bodies and Employees
<b>Business Ethics and Integrity</b>	Code of conduct and ethics compliance	GRI 2-23	Code of Conduct and Ethics Compliance
	Anti-corruption policies and violations	GRI 205-1	Operations Assessed for Risks Related to Corruption
	Whistleblower mechanisms and reports	GRI 2-26	Mechanisms for Reporting Concerns about Ethical or Legal Violations
	Conflicts of interest disclosure	GRI 2-15	Conflicts of Interest
<b>Data Security and Governance</b>	Cybersecurity framework and data protection policies	GRI 418-1	Substantiated Complaints Concerning Breaches of Customer Privacy
	Number of reported data breaches	GRI 418-1	Substantiated Complaints Concerning Breaches of Customer Privacy
	Compliance with data privacy laws	GRI 418-1	Substantiated Complaints Concerning Breaches of Customer Privacy
	Employee training on data security	GRI 404-1	Average Hours of Training per Year per Employee
<b>Regulatory Compliance</b>	Compliance with laws and regulations	GRI 2-27	Compliance with Laws and Regulations
	Fines or sanctions related to non-compliance	GRI 419-1	Non-Compliance with Laws and Regulations
	Policies for regulatory risk management	GRI 307-1	Non-Compliance with Environmental Laws and Regulations