

# THE CEO MEDIA INDEX

What Media Narratives Reveal About Filipino CEOs

CARMA's media analysis of ten CEOs in the Philippines  
Jan-June 2025

## Parameters

This report explores how top Filipino CEOs were portrayed in the media.

Coverage shows that visibility stems not only from financial results but also from how leaders communicate strategy, drive national initiatives, and embody thought leadership.

The CEO Media Index highlights the attributes such as credibility, vision, and communication that shape positive perceptions and strengthen stakeholder confidence.

**Time period:**

January to June 2025

**Country:**

Philippines

**Media Type:**

Online

**Media List:**

150 Tier 1 Mainstream Filipino media outlets based on high circulation

**No. of articles analysed:**

775 articles

**Relevancy:**

Articles with CEO statements or mentions were analysed.

## CEOs Monitored

We determined the CEO sample list from the [BusinessWorld Top 1000 Corporations in the Philippines](#), which ranks firms by gross revenue based on their financial statements. From the 20 highest-ranked companies, media mentions of their respective CEOs were quantified and the analysis focused on the ten CEOs with the greatest volume of coverage.



**Manuel V. Pangilinan**  
(MVP)  
Meralco



**Ramon S. Ang**  
Petron Corp & San Miguel Brewery



**Lynette V. Ortiz**  
Landbank



**Lucio Tan**  
Philippines Airlines



**Carl Raymond Cruz**  
Globe Telecom Inc



**Jose Teodoro K. Limcaoco**  
Bank of the Philippines Islands



**Stanley C. Co**  
Robinson's Supermarket Corp



**Irwin C. Lee**  
Universal Robina Corp



**Ferdinand Vincent P. Co**  
Puregold Price Club Inc



**Fabian S. Dee**  
Metrobank



# Key findings of CEO media coverage in the Philippines



1

In the first half of 2025, Philippine media presented an encouraging outlook of CEOs, portraying leaders across industries favourably.

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2

Media attention focused primarily on financial results. CEOs who paired financial reporting with clear vision, strategic guidance, and strong communication were seen positively, even when performance was mixed.

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3

Effective communication of financial outcomes emerged as a cornerstone of CEOs' trustworthiness, spotlighting essential attributes such as strong leadership and communication skills.

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4

Manuel V. Pangilinan and Ramon S. Ang commanded the largest media presence due to coverage of their companies' initiatives, which are closely linked to national development.

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5

CEOs who embraced sustainability initiatives, digital transformation, and forward-thinking strategies received media attention. Lynette V. Ortiz led visibility in digital transformation, while Carl Raymond Cruz and Manuel V. Pangilinan emerged as thought leaders in technology.

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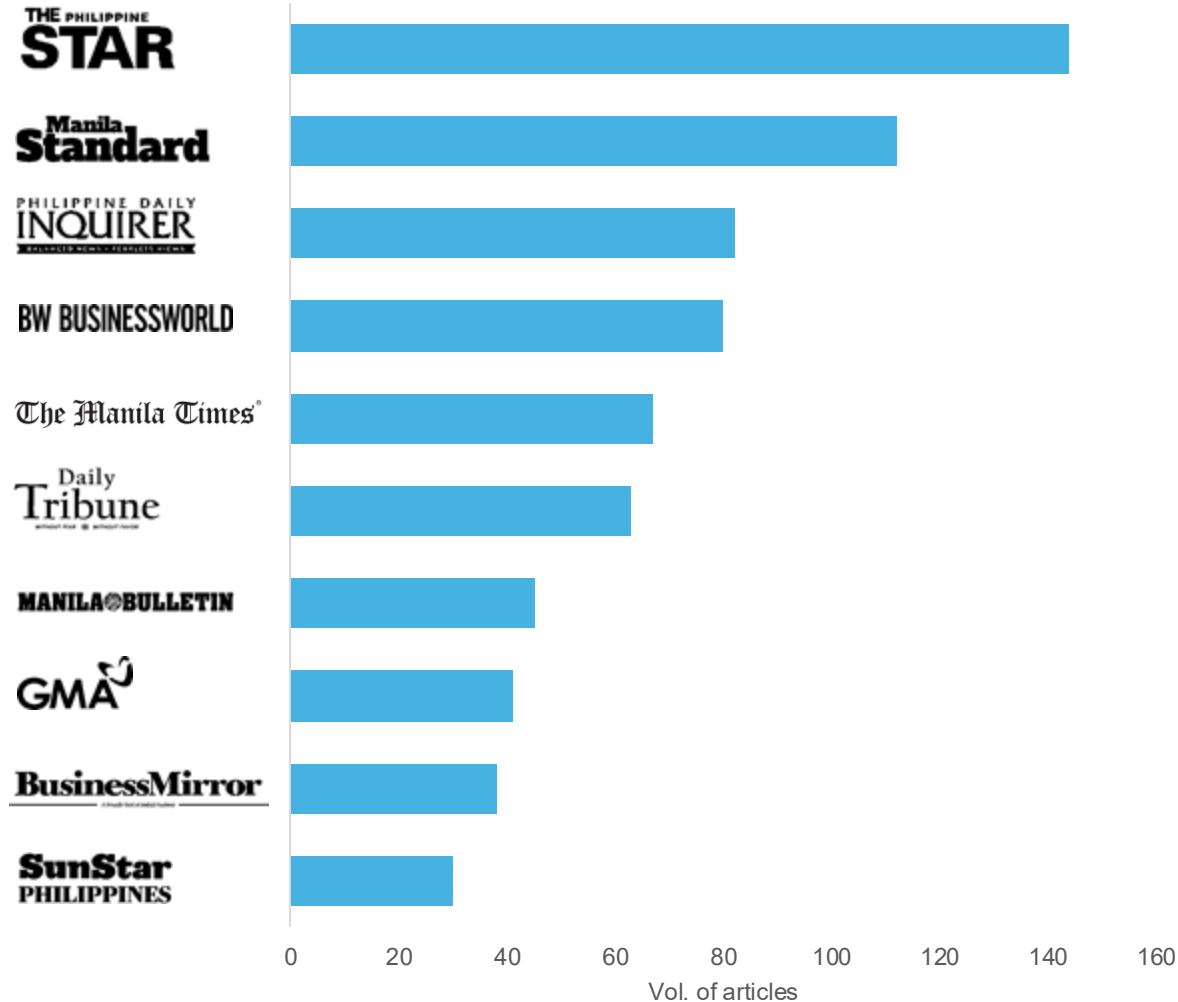
While all CEOs were portrayed positively, most received limited headline mentions. When a CEO appeared in a headline, it signalled a stronger focus on them within the article, often resulting in a higher favourability score.

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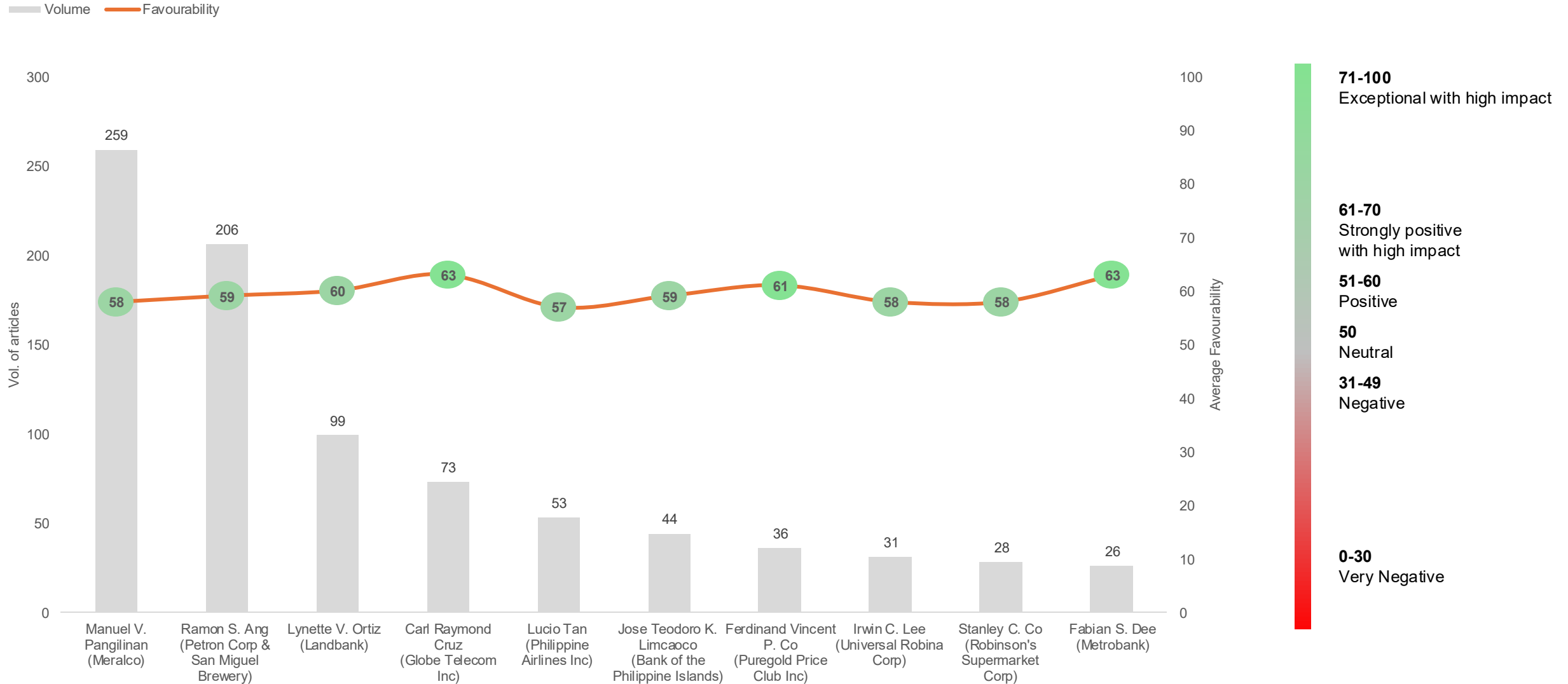
Interestingly, Filipino media also reported on the personal lives of CEOs, reflecting an expanded perspective on leadership. Ferdinand Vincent P. Co, for example, received attention due to dating rumours involving actress Bea Alonzo.

## Coverage of CEOs was led by The Philippine Star, Manila Standard, and Inquirer – Business.



	CEO	Top Three Key Media Outlets (By Volume)
1	<b>Manuel V. Pangilinan</b> (Meralco)	<i>Philippine Star, Inquirer – Business, BusinessWorld</i>
2	<b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<i>Philippine Star, Manila Standard, Manila Bulletin</i>
3	<b>Lynette V. Ortiz</b> (LandBank)	<i>BusinessWorld, Manila Standard, SunStar Philippines</i>
4	<b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<i>Manila Standard, Philippine Star, The Daily Tribune</i>
5	<b>Lucio Tan</b> (Philippine Airlines Inc)	<i>Philippine Star, Inquirer – Business, Manila Standard</i>
6	<b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<i>Inquirer – Business, BusinessWorld, Manila Standard</i>
7	<b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<i>Philippine Star, The Manila Times, The Daily Tribune</i>
8	<b>Irwin C. Lee</b> (Universal Robina Corp)	<i>Philippine Star, BusinessWorld, Manila Standard</i>
9	<b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<i>Manila Standard, The Manila Times, Inquirer - Business</i>
10	<b>Fabian S. Dee</b> (Metrobank)	<i>The Manila Times, Philippine Star, Inquirer - Business</i>

# All CEOs were positively portrayed in H1 2025, with average favourability scores ranging from 57 (positive) to 63 (strongly positive).



# CEOs' media visibility was shaped by their companies' financial performance and strategic growth initiatives. While favourability was strongly tied to how effectively they communicated their companies' financial results.

CEO	Leading topics
<b>Manuel V. Pangilinan</b> (Meralco)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Financial performance</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Financial performance</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Lynette V. Ortiz</b> (LandBank)	<ul style="list-style-type: none"> <li>➤ Financial performance</li> <li>➤ Business expansion</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Executive and Management Changes</li> <li>➤ AI adoption</li> </ul>
<b>Lucio Tan</b> (Philippine Airlines Inc)	<ul style="list-style-type: none"> <li>➤ Financial performance</li> <li>➤ Business expansion</li> <li>➤ Executive and Management Changes</li> </ul>
<b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<ul style="list-style-type: none"> <li>➤ Financial performance</li> <li>➤ Business expansion</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Financial performance</li> <li>➤ Executive and Management Changes</li> </ul>
<b>Irwin C. Lee</b> (Universal Robina Corp)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Financial performance</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<ul style="list-style-type: none"> <li>➤ Business expansion</li> <li>➤ Financial performance</li> <li>➤ Partnerships and M&amp;As</li> </ul>
<b>Fabian S. Dee</b> (Metrobank)	<ul style="list-style-type: none"> <li>➤ Financial performance</li> <li>➤ Business expansion</li> </ul>

It was evident that the CEOs excelled at communicating their companies' financial results.

They were portrayed not just as reporters of results, but as leaders who combined financial performance with a clear focus on future growth, company strategies and cautionary decision-making amid uncertainty.

As a result, CEOs were viewed favourably in financial news coverage, regardless of whether the results were positive or negative. This trend was clearly illustrated by leaders such as Stanley C. Co (Robinson's Supermarket Corp) and Ramon S. Ang (Petron Corp & San Miguel Brewery).

## Ramon S. Ang (Petron Corp & San Miguel Brewery)

CEO Ang remarked on Petron's slight Q1 profit gain:



*"We continue to operate in a volatile and unpredictable market. As we navigate through these headwinds, we remain committed to improving our efficiency and strengthening our performance to maintain our market leadership and further our role as a nation-builder"*

## Stanley C. Co (Robinson's Supermarket Corp)

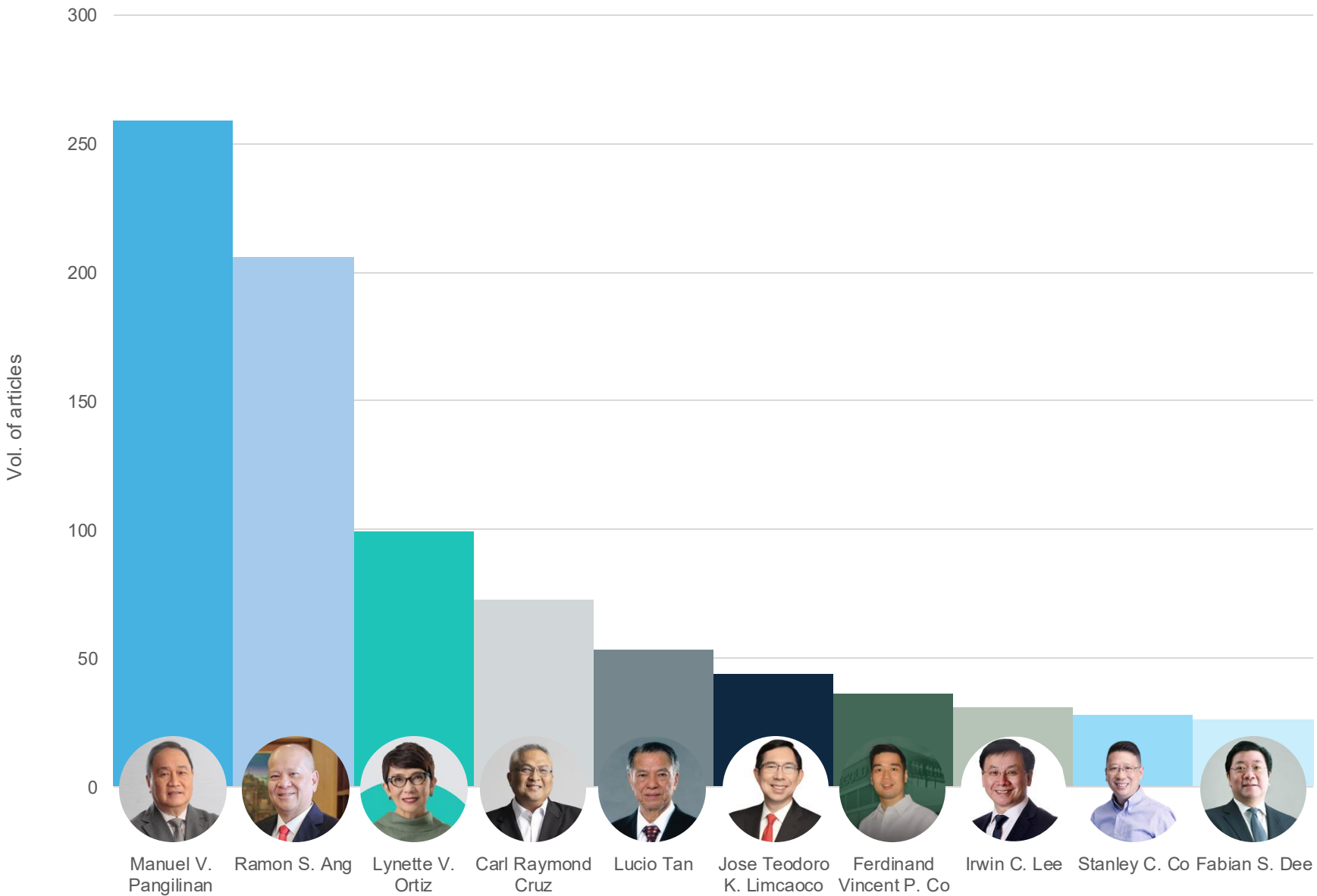
Robinsons Retail's saw an 85% drop in its Q1 profit but recorded a 4.2% increase in consolidated net sales, driven by strong performances in the food, drugstore, and department store segments, for which CEO Co commented:



*"This year is off to a strong start, with the ongoing recovery in basket sizes continuing to drive revenue growth. To sustain this momentum, we will further optimize our assortment, accelerate store expansion, and unlock greater operational efficiencies. As we navigate the dynamic retail environment, we remain focused on creating long-term value for our stakeholders by strengthening our fundamentals and advancing our sustainability agendas"*



# CEOs gained visibility by framing company initiatives as drivers of national progress.



Highlighting company initiatives was a key driver that propelled Manuel V. Pangilinan (Meralco) and Ramon S. Ang (San Miguel Brewery) to secure the largest share of media voice.



**Manuel V. Pangilinan**  
Meralco

In April, Meralco secured a franchise renewal from the Philippine House of Representatives, which allows it to extend its operations beyond 2028 and support long-term infrastructure projects to enhance electricity services.



**Ramon S. Ang**  
Petron Corp & San Miguel Brewery

In May, San Miguel Aerocity Inc., a subsidiary of San Miguel Brewery, committed to begin construction of the New Manila International Airport, marking a significant infrastructure milestone for the country.

## Sustainability was a top priority for all ten CEOs.

43%

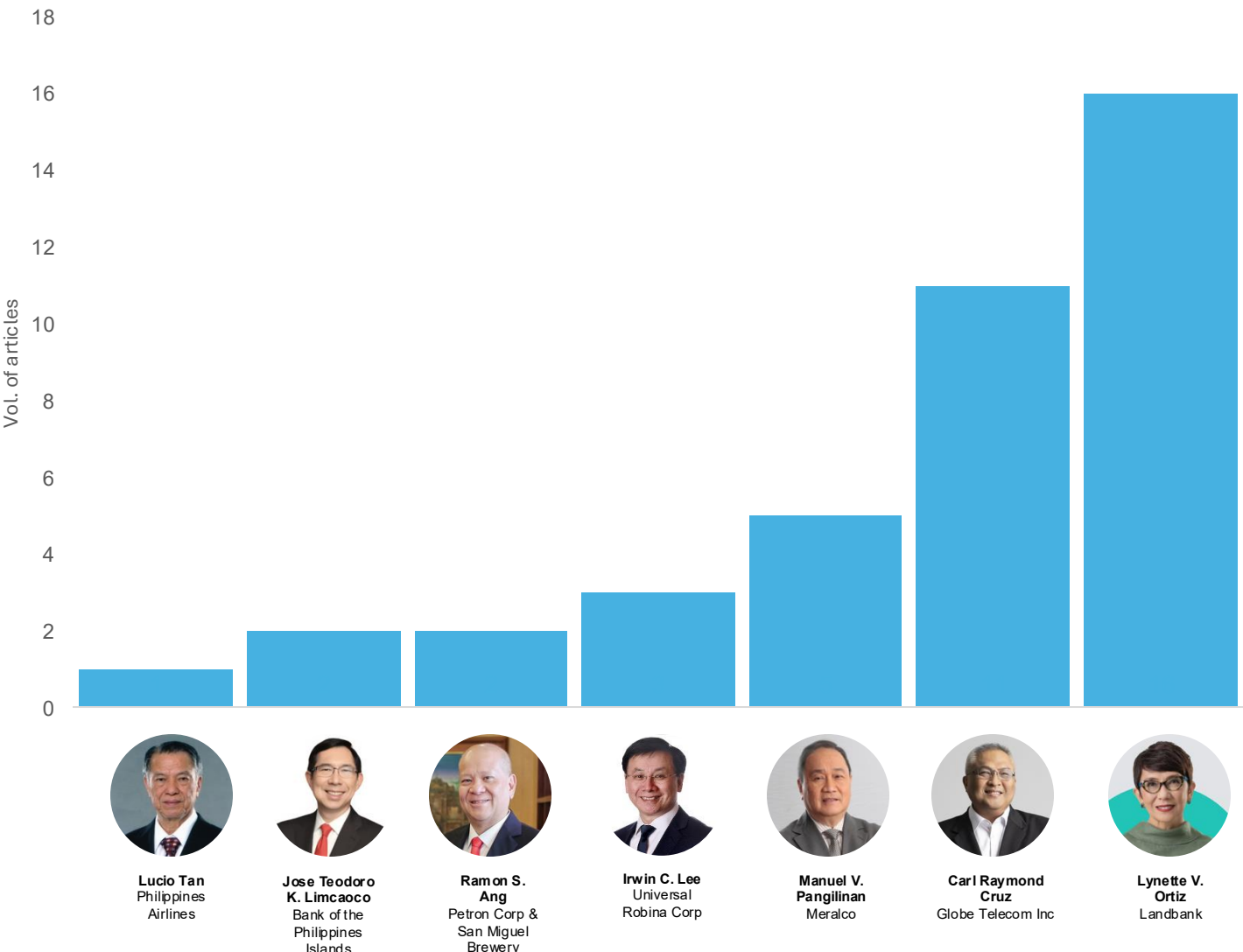
Sustainability appeared in 43% of all CEO coverage.

### CEOs ranked according to mentions of sustainability

1	<b>Manuel V. Pangilinan (Meralco)</b>	The company's push for nuclear energy and adoption of the 2024 IR Framework signalled a strong commitment to transparency and sustainability in corporate governance.
2	<b>Ramon S. Ang (Petron Corp &amp; San Miguel Brewery)</b>	At the 2025 Global Good Governance (3G) Awards, San Miguel Brewery received two top honours from Cambridge IFA: the 3G Leadership Award in CSR and the 3G Best Sustainability Reporting Award, which recognised CEO Ang's leadership in driving these achievements.
3	<b>Lynette V. Ortiz (LandBank)</b>	LandBank was recognised as the top government-owned and controlled corporation (GOCC) and received a sustainability award for its exemplary commitment to sustainable values and practices, under the leadership of CEO Ortiz.
4	<b>Carl Raymond Cruz (Globe Telecom Inc.)</b>	Globe was named as one of the 'World's Most Sustainable Companies 2025' by <i>TIME Magazine</i> and <i>Statista</i> . CEO Cruz emphasised that sustainability is central to the company's strategy for delivering long-term value to stakeholders.
5	<b>Jose Teodoro K. Limcaoco (Bank of the Philippine Islands)</b>	BPI reduced 1.8 million tons of CO <sub>2</sub> annually through green financing, earning the IFC's 'Highest Estimated Greenhouse Gas Emissions Mitigated' award, marking them the first Philippine bank to achieve this. CEO TG Limcaoco said the recognition highlights BPI's role in funding projects that drive measurable environmental benefits and a low-carbon future.
6	<b>Stanley C. Co (Robinson's Supermarket Corp)</b>	Tied to financial news, CEO Co shared on the business's growth opportunities and the continued integration of sustainability throughout the value chain.
7	<b>Lucio Tan (Philippine Airlines Inc)</b>	On PAL's fleet upgrades to meet growing travel demand, CEO Tan emphasised the airline's dedication to connecting people, empowering employees and advancing sustainability, while maintaining its role as a trusted national carrier.
8	<b>Ferdinand Vincent P. Co (Puregold Price Club Inc)</b>	Puregold Price Club Inc. remained committed to its Pusong Panalo Program and mission aiming to enhance lives and promote development in rural communities through inclusive growth and sustainable initiatives.
9	<b>Fabian S. Dee (Metrobank)</b>	Metrobank won the Best Bank for Corporate Responsibility award at Euromoney Awards for Excellence 2024, which recognised the Metrobank Foundation's support for education in the Philippines—an achievement underscored under CEO Dee's leadership mentioned in financial results coverage.
10	<b>Irwin C. Lee (Universal Robina Corp)</b>	URC launched its R&D centre in Malaysia. CEO Lee explained that the facility will accelerate URMunchy's innovation pipeline and enhance snack development across the region, including the introduction of new cost-effective and sustainable packaging.



# CEOs who positioned their companies at the forefront of digital transformation earned significant media attention and positive responses.



While it's unsurprising that banking and telecom sectors led in this area, it's clear that discussions around digital transformation and technology attract media attention whenever CEOs highlight them.

**CEO Lynette V. Ortiz (LandBank)** led in visibility, driving the conversation as LandBank announced key initiatives, including a 67% increase in digital transactions, the opening of its first NCR 'phygital' branch, and the launch of the 'Cash-Lite Batanes' program.

**However, it was Carl Raymond Cruz (Globe Telecom Inc.) and Manuel V. Pangilinan (Meralco) who truly stood out as thought leaders, demonstrating deep expertise and influence in technology:**

- **CEO Carl Raymond Cruz (Globe Telecom Inc.)** discussed AI adoption, explaining how Globe provides employees a safe space to experiment with AI tools and leverages AI to streamline internal processes, enhancing service quality.
- **CEO Manuel V. Pangilinan (Meralco)** authored an article on AI's implications for CEOs, framing it as a major technological revolution akin to the automobile or telephone. He highlighted adoption barriers in the Philippines and encouraged business leaders to see AI as a tool to complement human creativity rather than as a threat.

*Note: Chart only shows CEOs that have coverage related to digital transformation and tech innovation*



## The media focused on how CEOs are managing global economic uncertainties, including the United States reciprocal tariffs.

President Trump's tariffs affected multiple industries and overtook media discussions for months.

In H1 2025, 3 out of 10 CEOs addressed how the tariffs influenced their companies' financial performance, gaining media coverage.

### **Carl Raymond Cruz (Globe Telecom Inc.)**

Addressed concerns over the impact of Trump's tariffs on GCash's IPO and acknowledged that the tariffs introduced new risks to the capital market. However, he affirmed that GCash remains on track to go public and is poised to achieve one of the most successful IPOs in Philippine Stock Exchange history.

### **Jose Teodoro K. Limcaoco (Bank of the Philippine Islands)**

Discussed the potential impact of tariffs on BPL's profits following a Q1 increase. He noted that while the institutional segment could be affected by global tariffs, the non-institutional segment is expected to remain relatively resilient this year.

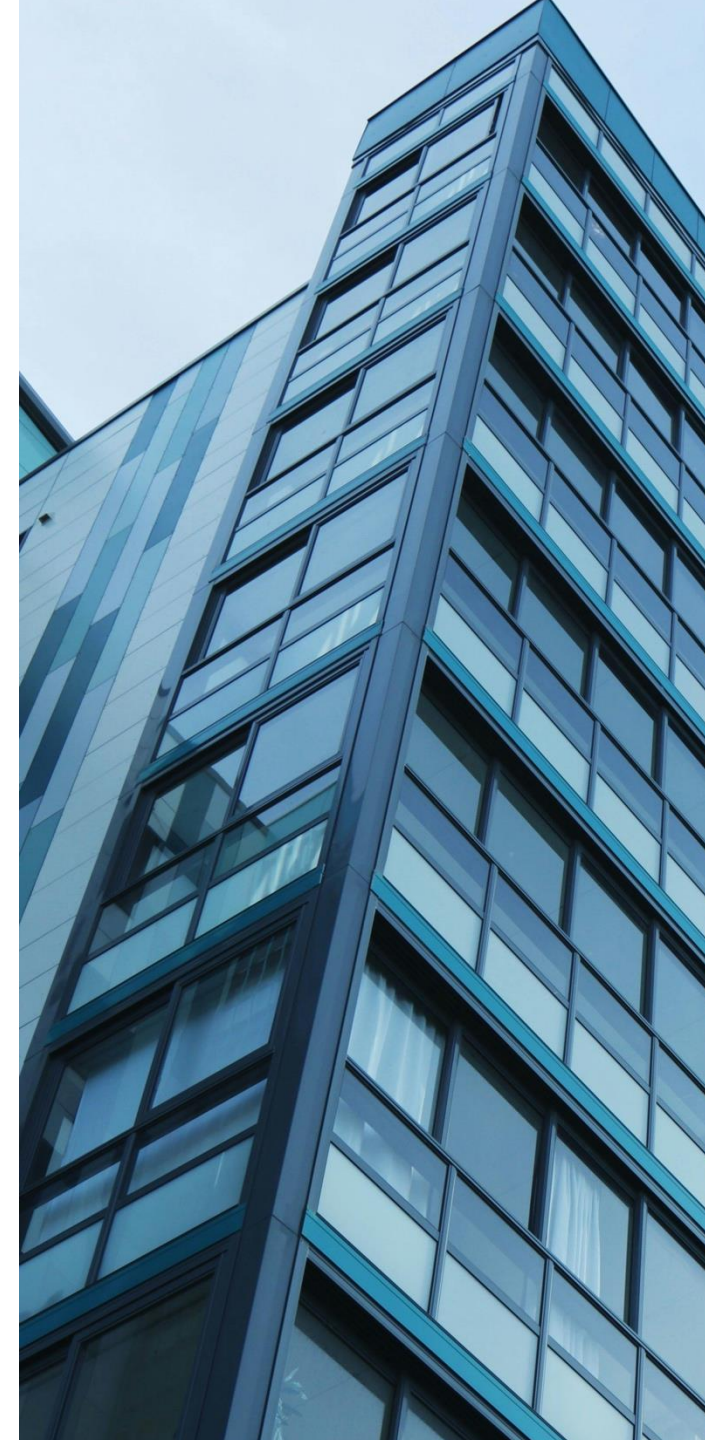
### **Stanley C. Co (Robinson's Supermarket Corp)**

Highlighted a potential upside of the U.S. tariffs, suggesting that higher tariffs on trading partners could create excess manufacturing capacity in China and Vietnam, particularly for non-food products.

## Coverage of CEOs extended beyond their corporate roles into their personal lives.

Ferdinand Vincent P. Co (Puregold Price Club Inc.) drew media attention over dating rumors with Filipino actress Bea Alonzo, which were reported by major national outlets including *The Philippine Star*, *The Daily Tribune*, and *Manila Bulletin*.

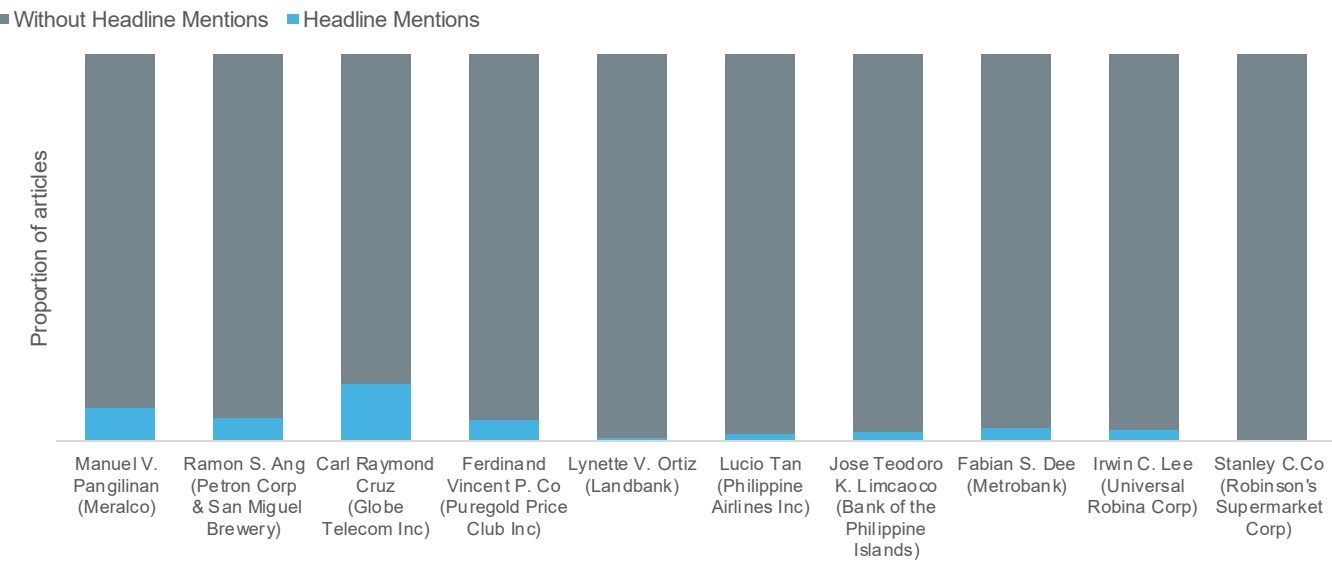
This highlights that media coverage of CEOs extends beyond corporate performance to include personal narratives, which can shape perceptions of leadership.



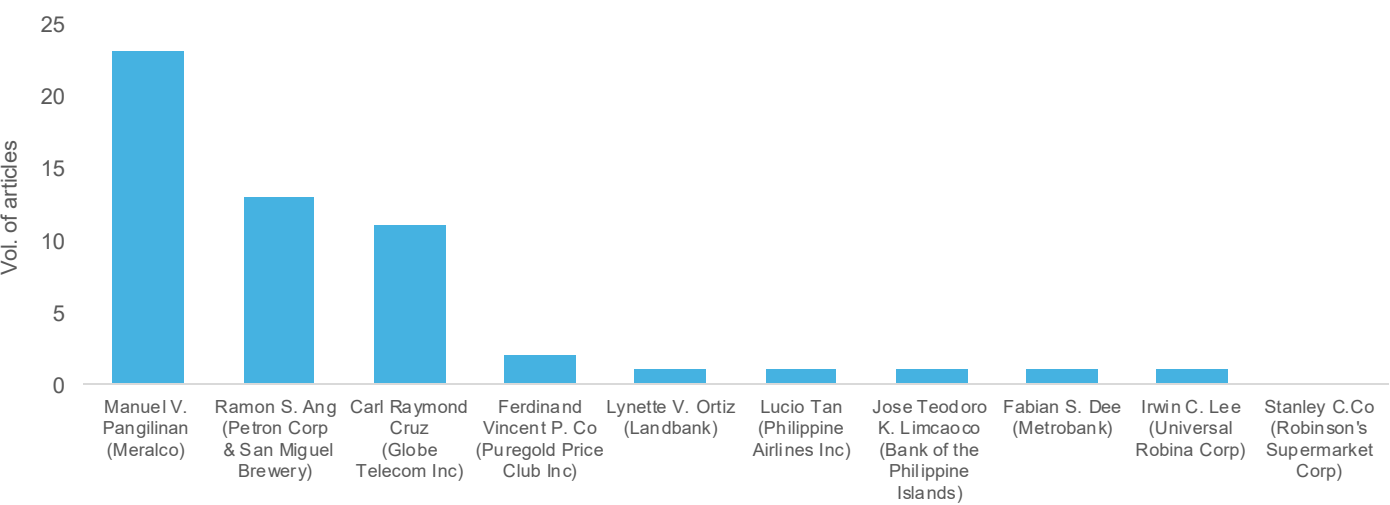


# CEO visibility in headlines was limited.

Proportion of articles with headline mentions of CEOs versus without:



Total volume of CEO headline mentions



Manuel V. Pangilinan (Meralco) and Ramon S. Ang (Petron Corp & San Miguel Brewery) stood out for the highest number of headlines carrying their name.

## Cautious commentary is valued

CEO Pangilinan (Meralco) and CEO Ang (Petron Corp & San Miguel Brewery) were both featured in headlines primarily for their cautious remarks on Q1 profit gains.

- Example of headlines:
- Despite Q1 gain, Pangilinan sees 'tough year' for Meralco (*Manila Times*)
  - Petron CEO Ang cautious in 2025 following slight Q1 profit increase (*Manila Bulletin*)

## National-level initiatives amplify impact

Both CEOs were highlighted in the media for news related to initiatives with national impact.

- Example of headlines:
- MVP brings French firm to fuel Philippines nuclear push (*Philippines Star*)
  - Ramon Ang laser-focused on 'game-changing' Bulacan airport (*Inquirer – Business*)











## New leadership draws attention

In H1 2025, Carl Raymond Cruz (Globe Telecom Inc.) was featured in a significant number of headlines compared to other CEOs, following his appointment as Globe Telecom's CEO in April 2025. Headlines primarily focused on his strategic direction in promoting innovation and digital inclusion.

- Example of headlines:
- Globe CEO Cruz outlines strategic direction, innovation, digital inclusion (*Manila Standard*)
  - Globe CEO Carl Cruz: 'Connectivity is a right — and we're making it happen' (*Business World*)













However, when a CEO was featured in a headline, articles placed a stronger focus on them, often resulting in higher favourability compared to coverage without headline mentions.

CEO		Articles without headline mentions average favourability score	Headline mentions articles average favourability score	Difference
	<b>Manuel V. Pangilinan</b> (Meralco)	<b>57</b>	64	+7
	<b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<b>58</b>	68	+10
	<b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<b>61</b>	70	+9
	<b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<b>60</b>	64	+4
	<b>Lynette V. Ortiz</b> (LandBank)	<b>59</b>	71	+12
	<b>Lucio Tan</b> (Philippine Airlines Inc)	<b>56</b>	61	+5
	<b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<b>58</b>	80	+22
	<b>Fabian S. Dee</b> (Metrobank)	<b>62</b>	75	+13
	<b>Irwin C. Lee</b> (Universal Robina Corp)	<b>57</b>	75	+18
	<b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<b>64</b>	N/A	N/A



# All CEOs showcased **Leadership** and Strong Communication Skills through their media presence, strengthening their credibility and reinforcing stakeholder trust.

CEO	Leading Trust Attributes (By Volume)
 <b>Manuel V. Pangilinan</b> (Meralco)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Great Foresight</li><li>➤ Strong Communication Skills</li></ul>
 <b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Strong Communication Skills</li><li>➤ Great Foresight</li></ul>
 <b>Lynette V. Ortiz</b> (LandBank)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Strong Communication Skills</li><li>➤ Competency</li></ul>
 <b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Strong Communication Skills</li><li>➤ Competency</li></ul>
 <b>Lucio Tan</b> (Philippine Airlines Inc)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Strong Communication Skills</li><li>➤ Great Foresight</li></ul>
 <b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Strong Communication Skills</li><li>➤ Competency</li></ul>
 <b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Competency</li><li>➤ Great Foresight</li></ul>
 <b>Irwin C. Lee</b> (Universal Robina Corp)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Competency</li><li>➤ Strong Communication Skills</li></ul>
 <b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Competency</li><li>➤ Strong Communication Skills</li></ul>
 <b>Fabian S. Dee</b> (Metrobank)	<ul style="list-style-type: none"><li>➤ <b>Leadership</b></li><li>➤ Competency</li><li>➤ Strong Communication Skills</li></ul>

## Strong Leadership was especially displayed by Lynette V. Ortiz (Landbank) and Carl Raymond Cruz (Globe Telecom Inc).

### Lynette V. Ortiz (Landbank)

CEO Ortiz's **Strong Leadership** was highlighted most notably through coverage of LandBank's record P33.5 billion Q1 dividend, which reinforced the bank's role as a trusted government partner and delivered tangible benefits to millions of Filipinos.

Her influence and achievements were recognised in the Philippine Daily Inquirer's Women of Power series, showcasing her remarkable career.











### Carl Raymond Cruz (Globe Telecom Inc)

CEO Cruz's leadership quickly drew attention following his appointment as CEO in April, earning early recognition for his **Strong Leadership**. He set a clear vision to drive innovation and digital inclusion, delivering on it through initiatives highlighted in the media, including 'Globe advances AI to enhance service and empower teams' and 'Globe, Thales to pilot IoT solutions in the Philippines.'

These achievements further showcased **Competency**, which was one of his key trust attributes portrayed by the media.



# All CEOs showcased Leadership and **Strong Communication Skills** through their media presence, strengthening their credibility and reinforcing stakeholder trust.

CEO	Leading Trust Attributes (By Volume)
 <b>Manuel V. Pangilinan</b> (Meralco)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ Great Foresight</li><li>➤ <b>Strong Communication Skills</b></li></ul>
 <b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ <b>Strong Communication Skills</b></li><li>➤ Great Foresight</li></ul>
 <b>Lynette V. Ortiz</b> (LandBank)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ <b>Strong Communication Skills</b></li><li>➤ Competency</li></ul>
 <b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ <b>Strong Communication Skills</b></li><li>➤ Competency</li></ul>
 <b>Lucio Tan</b> (Philippine Airlines Inc)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ <b>Strong Communication Skills</b></li><li>➤ Great Foresight</li></ul>
 <b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ <b>Strong Communication Skills</b></li><li>➤ Competency</li></ul>
 <b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ Competency</li><li>➤ Great Foresight</li></ul>
 <b>Irwin C. Lee</b> (Universal Robina Corp)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ Competency</li><li>➤ <b>Strong Communication Skills</b></li></ul>
 <b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ Competency</li><li>➤ <b>Strong Communication Skills</b></li></ul>
 <b>Fabian S. Dee</b> (Metrobank)	<ul style="list-style-type: none"><li>➤ Leadership</li><li>➤ Competency</li><li>➤ <b>Strong Communication Skills</b></li></ul>

In addition to CEO Cruz (Globe Telecom Inc) who stood out for his **Strong Communication Skills** in articulating his strategic vision, CEOs Ramon S. Ang (Petron Corp & San Miguel Brewery) and Fabian S. Dee (Metrobank) also distinguished themselves from their peers.

## Ramon S. Ang (Petron Corp & San Miguel Brewery)

CEO Ang demonstrated **Strong Communication Skills** by transparently presenting the companies' financial performance, highlighting both achievements and market challenges. He clearly articulated strategic initiatives such as investments in production capacity, distribution networks, and operational efficiency, while linking them to long-term growth and the companies' role as nation-builders.











His confident, forward-looking communication, which also reflects his **Great Foresight**, reinforced stakeholder trust and showcased his ability to convey complex business priorities with clarity and impact.

## Fabian S. Dee (Metrobank)

Similar to CEO Ang, CEO Dee's **Strong Communication Skills** were evident in how he framed Q1 results within the broader strategic context, linking performance to growth objectives while projecting confidence and translating complex financial data into a clear, trust-reinforcing narrative for stakeholders.



## Competency and Great Foresight emerged as key trust attributes among several CEOs.

CEO	Leading Trust Attributes (By Volume)
 <b>Manuel V. Pangilinan</b> (Meralco)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Great Foresight</li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ Great Foresight</li> </ul>
 <b>Lynette V. Ortiz</b> (LandBank)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ <b>Competency</b></li> </ul>
 <b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ <b>Competency</b></li> </ul>
 <b>Lucio Tan</b> (Philippine Airlines Inc)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ Great Foresight</li> </ul>
 <b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ <b>Competency</b></li> </ul>
 <b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ <b>Competency</b></li> <li>➤ Great Foresight</li> </ul>
 <b>Irwin C. Lee</b> (Universal Robina Corp)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ <b>Competency</b></li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ <b>Competency</b></li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Fabian S. Dee</b> (Metrobank)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ <b>Competency</b></li> <li>➤ Strong Communication Skills</li> </ul>











**Competency was frequently demonstrated through tangible achievements such as strong financial performance or strategic partnerships driving growth.**

### Irwin C. Lee (Universal Robina Corp)

CEO Lee showcased **Competency** through his ability to assess growth trends across ASEAN markets, recognise challenges in the Philippines, prioritising areas for immediate action, and outlining a strategic plan to unlock the business's full potential.

Strong Q1 results demonstrated his ability to turn strategy into tangible outcomes.

## Competency and **Great Foresight** emerged as key trust attributes among several CEOs.

CEO	Leading Trust Attributes (By Volume)
 <b>Manuel V. Pangilinan</b> (Meralco)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ <b>Great Foresight</b></li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Ramon S. Ang</b> (Petron Corp & San Miguel Brewery)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ <b>Great Foresight</b></li> </ul>
 <b>Lynette V. Ortiz</b> (LandBank)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ Competency</li> </ul>
 <b>Carl Raymond Cruz</b> (Globe Telecom Inc.)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ Competency</li> </ul>
 <b>Lucio Tan</b> (Philippine Airlines Inc)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ <b>Great Foresight</b></li> </ul>
 <b>Jose Teodoro K. Limcaoco</b> (Bank of the Philippine Islands)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Strong Communication Skills</li> <li>➤ Competency</li> </ul>
 <b>Ferdinand Vincent P. Co</b> (Puregold Price Club Inc)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Competency</li> <li>➤ <b>Great Foresight</b></li> </ul>
 <b>Irwin C. Lee</b> (Universal Robina Corp)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Competency</li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Stanley C. Co</b> (Robinson's Supermarket Corp)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Competency</li> <li>➤ Strong Communication Skills</li> </ul>
 <b>Fabian S. Dee</b> (Metrobank)	<ul style="list-style-type: none"> <li>➤ Leadership</li> <li>➤ Competency</li> <li>➤ Strong Communication Skills</li> </ul>

**Great Foresight** was showcased through anticipating future trends and challenges, making strategic decisions, proactively innovating, and clearly communicating a long-term vision to ensure the organisation's sustained growth and resilience.

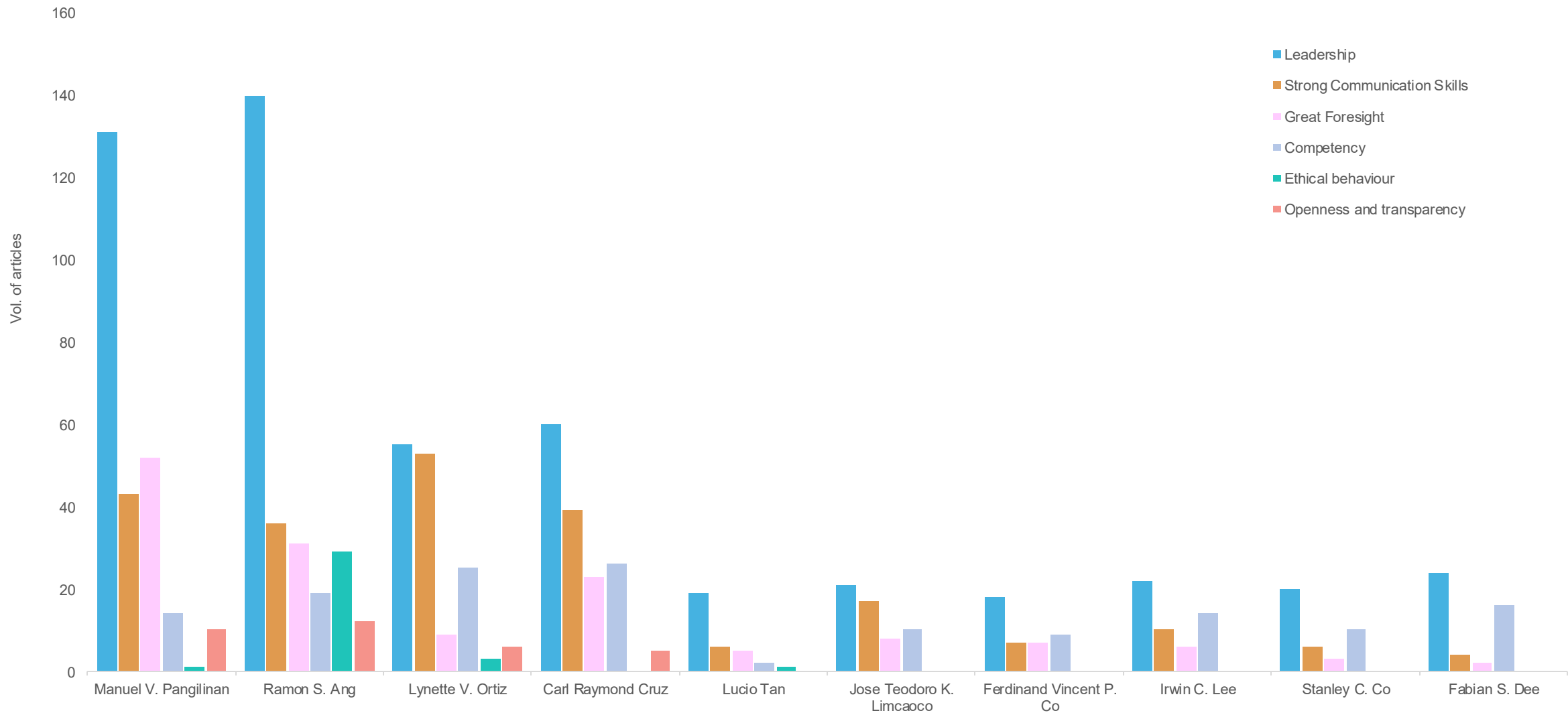
### Manuel V. Pangilinan (Meralco)

CEO Pangilinan demonstrated **Great Foresight** by planning for emerging energy technologies, developing human capital, modernising infrastructure, and aligning strategies with future policies and market trends, positioning the company to lead the Philippines' energy transition.

### Ferdinand Vincent P. Co (Puregold Price Club Inc)

CEO Co showed **Great Foresight** by strategically expanding into provincial markets, anticipating growing consumer demand, diversifying store formats, and maintaining strong core performance, thereby driving sustainable growth and delivering shareholder value through regular and special dividends.

# Ethical leadership was largely absent from media narratives, even in coverage of CEOs' companies' sustainability initiatives and commitments.







**Ramon S. Ang**  
(Petron Corp & San Miguel Brewery)

**Stood out as a CEO whose Ethical Behaviour prominently reflected in media coverage, through both his corporate and personal actions.**

At the corporate level, he led initiatives like San Miguel's child health program, which provides long-term support to underprivileged communities and has contributed to lower malnutrition rates.

Personally, his decision to cover all medical and related expenses for the victims of a car crash at Ninoy Aquino International Airport's departure area, further highlighted his commitment to integrity, responsibility, and the welfare of others.



# Let's keep the conversation going

This report provides a small snapshot of how we work with our clients around the world, providing clarity around communication efforts.

If you'd like more information on how we could work with you, please get in touch – [sales@carma.com](mailto:sales@carma.com)

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CARMA is a global media intelligence firm providing insights through monitoring and analysis of earned media coverage and social media conversations.

With advanced analytics capabilities and integrated market research, CARMA brings clarity and insight to the complex media landscape, helping thousands of organisations understand and shape their media narrative.

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# Appendix





## CARMA's Favourability Rating

The analysis was conducted using CARMA's media measurement and analysis methodology, including the CARMA Favourability Rating System.

The CARMA Favourability Rating System is based on a predetermined set of criteria designed to eliminate subjectivity.

In gauging the favourability of an article, we consider the headline, length and placement of the story, accompanying photos, number and quality of sources, positive and negative messages, and the general tone of the article.

CARMA ratings run on a scale of 0 to 100, with 0 being the least favourable and 100 the most favourable. A rating of 50 designates neutral coverage.

**71-100**  
Exceptional with high impact

**61-70**  
Strongly positive  
with high impact

**51-60**  
Positive

**50**  
Neutral

**31-49**  
Negative

**0-30**  
Very Negative

## Trust Attributes

**CARMA profiles the CEO in the following attributes:**

- **Strong Leadership:** the ability to guide and influence others while effectively communicating their vision and actions in ways that shape public perception and trust.
- **Strong Communication Skills:** delivering meaningful and favourable content for the brand
- **Great Foresight:** having critical thinking when it comes to future planning and possibilities
- **Openness & Transparency:** the readiness to communicate openly and sharing clear, honest, and accessible information.
- **Ethical Behaviour:** acting with integrity and responsibility, ensuring decisions and actions align with moral values, organisational principles, and the greater good.