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The Official Publication of the Aboitiz Group • www.aboitiz.com • Outlook 2015



Outlook 2015

R E V I E W 2 0 1 4

POWER BANKING FOOD LAND DEVELOPMENT CONSTRUCTION SHIPBUILDING SOCIAL RESPONSIBILITY

FEATURE: THE ABOITIZ GROUP COMMITTEE STRUCTURE



- The distinctly unique way we do things.
- The way we constantly nurture our passion for better ways.
- Driven is what we are...driven to lead, driven to excel, and driven to serve.
- Our time-honored values of integrity, teamwork, innovation, and responsibility are what guide us.
- Creating long-term value for all our stakeholders is a mission we uphold.
- We value our fellow team members and celebrate our successes.
- As leaders, we mentor and foster teamwork. We speak what's on our mind and deliver results for sustainable growth. Above all, we walk our talk and lead by example.
- Sustainability is at the core of our vision for our future.
- There is only one way we can realize this vision.
- It is through The Aboitiz Way.



ERRAMON I. ABOITIZ
President & CEO, AEV
CEO, AboitizPower

Corporate Center

The slowdown in economic growth last year is generally attributed to government under-spending. Actual GDP (gross domestic product) for 2014 was at 6.1%, which is lower than the government's target of 6.5 – 7.5%.

Despite falling short of target, the Philippines continued to gain positive reviews from international economic watchers. The country jumped seven notches in the 2014 World Economic Forum Global Competitiveness Report ratings, now ranked 52nd out of 144 economies. Moody's Investors Service and Standard & Poor's upgraded anew their credit ratings for the country with a 'Baa2' with stable outlook, and a BBB Stable, respectively. These ratings are an acknowledgement of the country's governance reforms that have resulted to a more resilient economy.

For 2015, both government and economic analysts are confident of achieving 7–8% domestic growth, primarily driven by increased government spending, stronger private consumption, growth in the BPO industry, and stable OFW remittances. As global oil prices dive sharply, lower inflation, and robust personal spending, in particular, should sustain and further accelerate growth leading up to the 2016 national elections.

The Philippine market today certainly offers substantial opportunities for growth for all our core businesses, and we are eager to reap the benefits of exciting growth prospects.

AEV

AEV's power business continues to contribute the lion's share of the company's consolidated net income, accounting for more than 70%, with the balance coming from the banking, food, and land development strategic business units (SBUs). We experienced an anticipated decline in our 2014 earnings mainly because

of lower contributions from AboitizPower and UnionBank.

The decline in AboitizPower's income contribution is the outcome of the full-year impact of the implementation of the Geothermal Resource Supply Contract of the Tiwi-MakBan plants, the Magat plant's limited operations due to low water levels, and the expiration of the Pagbilao plant's income tax holiday. The decreased income contribution of UnionBank is a result of the non-recurrence of hefty trading gains realized in 2013.

However, the drop in AEV's earnings does not affect the fundamental value of our businesses. Our strategic growth plans remain intact as we pursue to further strengthen our businesses,

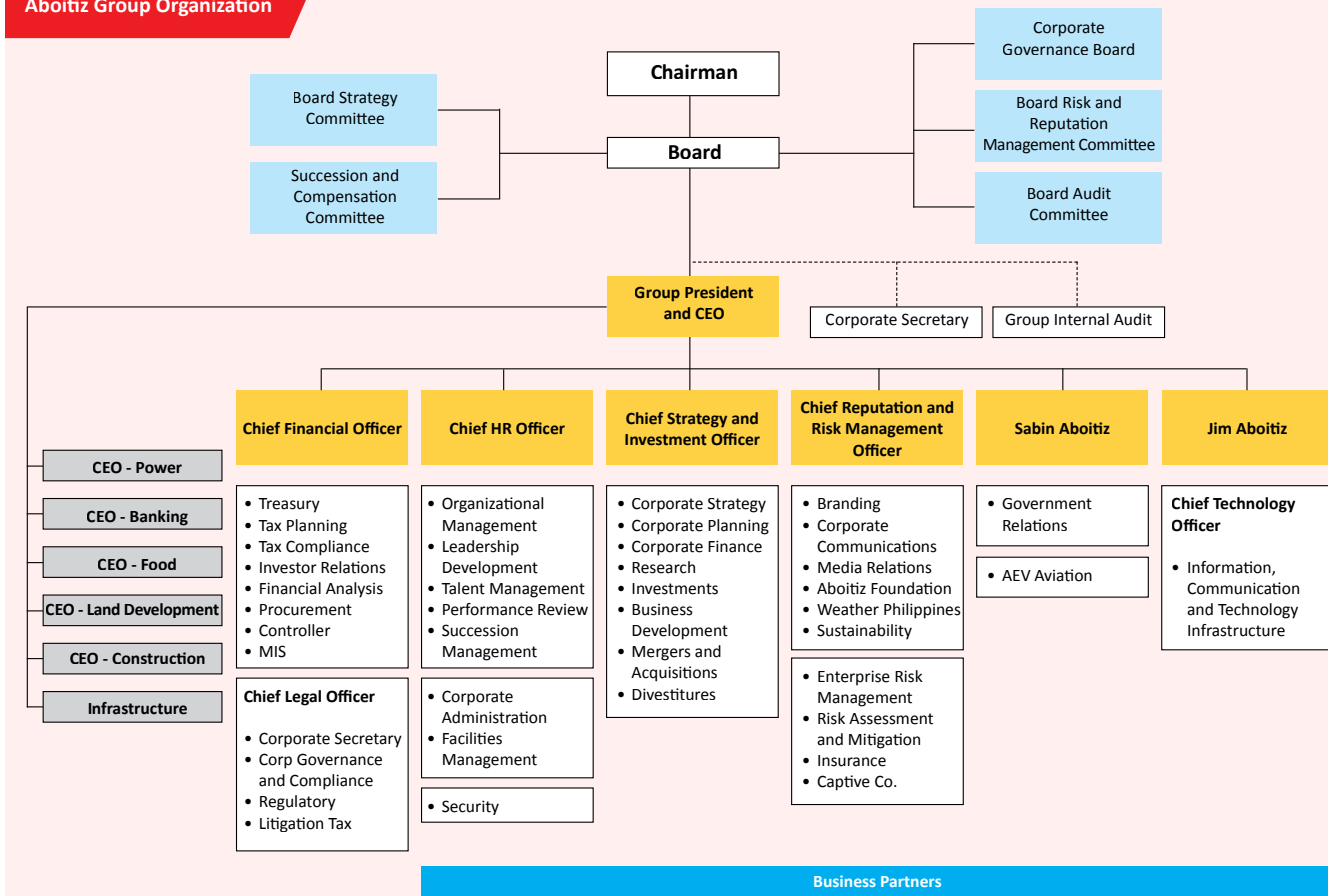
keeping pace with the country's economic growth. Expansion opportunities abound, not only on the domestic front but beyond our borders as well.

STRATEGIC PILLARS

Last year, after an extensive review of our current and future strategy, the Board and the senior management group were able to reaffirm the relevance of our Group's four strategic pillars. Moving forward, we will continue to execute our initiatives while remaining focused on these strategic pillars: to grow and expand our business, increase stakeholder engagement, build human capital, and carry on execution excellence in everything we do.



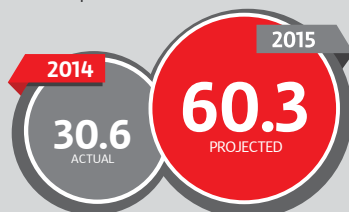
Aboitiz Group Organization



GROWTH AND EXPANSION

AEV Group Capex, 2014 and 2015

in Billion Php



This year's bigger capex reflects AEV Group's growth and expansion prospects for 2015

Encouraged by the huge demand for infrastructure in local and regional markets, we have added infrastructure and infrastructure-related businesses as the fifth leg of our core businesses. We foresee the private and public sectors pouring large investments into this sector over the next 10 to 15 years and we want to play a role in this trend.

We will remain supportive of the government's public-private partnership program even after

what happened during the Cavite-Laguna Expressway project bidding.

AEV CORPORATE CENTER

As we pursue further growth, we shall likewise strengthen the AEV Corporate Center as the knowledge center, governance agent, and business partner of the SBUs. It will continue to introduce best-in-class knowledge and practices, take the lead in implementing Group initiatives, and provide value-added services. The Corporate Center will also be responsible for defining policies and standards that will bring everyone across the Group on the same level of excellence.

We are pleased with and inspired by the outstanding ratings the Group earned during a reputation survey conducted last year among our key stakeholders. Our shareholders, customers, suppliers, communities, and our team members all had a positive perception of the Group's overall reputation.

Among all the reputation dimensions surveyed,

it was notably in CSR that we were rated "most excellent". We are now working towards achieving CSR 2.0 in our program areas by implementing more sustainable projects that are, at the same time, more aligned to our businesses.

We will carry on with our BetterWorld journey, always mindful about making the right long-term decisions that balance the interests of people, planet, and profit. We will stay focused on our sustainability mindset that we can do well by doing good.

In everything that we do, we will do it the Aboitiz Way, driven by our Passion for Better Ways, and guided by our core values of integrity, teamwork, innovation and responsibility.

This year, we celebrate the 95th anniversary of our parent company, Aboitiz & Co., and we are inspired by what the Aboitiz Group has achieved over five generations. This milestone gives us even greater motivation and optimism to pursue our objective to make Aboitiz a truly sustainable enterprise that we can entrust to future generations.



ANTONIO R. MORAZA
President & COO
AboitizPower

We enter 2015 with clarity and certainty, guided by events last year.

Last year, for ACO/AEV to further strengthen our strategic planning process, we invited an external group to help us evaluate our businesses and their future. It was very fruitful and although there were not too many “Aha!” moments, which is good, we now have a clear plan illustrated in our four strategic pillars. The AboitizPower Group will adopt the pillars down to the Business Units and through the Balanced Scorecard down to the individual.

To Grow the Business, we will continue to participate in government privatization efforts knowing that there are few assets left, and pursue greenfield development in the various fuels we have chosen to participate in. We will likewise expand our portfolio of services and assets and look for opportunities to expand our franchise areas to grow demand. To add to this, we now have a clear direction toward investing in select countries outside the Philippines, coupled with the pursuit of acquisition possibilities. It is going to be challenging, but lots of fun.

We will operationalize Stakeholder Engagement with the objective of building strong relations and partner with key associations, organizations, government agencies, and people. We realize that this can and has to become a key differentiating factor for us.

Execution Excellence has been an initiative and strength for a long time. Its importance

continues to be paramount. We will continue to look at ways to improve, ways to innovate, but at the same time, be mindful of how we use resources.

And to Build Human Capital, we will make sure the great talent that we have nurtured within and attracted to join us will always be retrained, retooled, and re-educated based on current and future skill sets.

My extension to 2019 alongside Montxu sets a clear timeline of what I should accomplish as COO of the AboitizPower Group in the next five years. In support of Montxu's vision, my goal is to deliver 1AP (One AboitizPower) by 2017: a well-designed, agile, and integrated organization that is responsive to current and future needs, ably manned by competent professionals with a relatively decent bench. The remaining two years I will devote to turning over a Ready Organization to my successor.

To help us achieve 1AP, we have embarked on a 50-week Organizational Improvement Program starting last January with Renoir. Our other Corporate Initiatives will look into defining standards, aligning policies and systems, and strengthening linkages and communication lines to promote efficiencies.

We look at all these efforts as simply defining a playing field to improve how we plan and anticipate, to allow us to optimize talent and equip our team members and team leaders to perform at their fullest.

As we work on setting the infrastructure to enable us to execute the strategies, we would like to reiterate that we need your full support. 1AP means that we have to believe, think, and act as ONE. Our success lies in all of our attitude and wanting to contribute because without that, it would be extremely difficult to achieve our goals.



TSI's 300-MW Davao baseload plant, now nearing completion.



Cotabato Light linemen at work.



EMMANUEL V. RUBIO
Executive Vice President & COO
Power Generation Group

We are very proud of the performance of the entire AboitizPower Generation Group in 2014, considering the challenges posed by outside influences beyond our control.

Our total net attributable capacity is now at 2,250 MW, with the addition of the 40-MW strip from the Unified Leyte Geothermal Power Plant, the completion of the 14-MW Hedcor Tudaya Plants in Davao del Sur, and the additional 100 MW from Therma Mobile, Inc. from the rehabilitation completion of the Navotas power barges; including lines that can carry the extra capacity reliably.

March 2015, maintenance, inspection data, and repair histories will be automated with the Maximo system going live.

We ended the year with 6.5 million man-hours worked without lost time due to injury, zero restricted work/medical treatment cases, and 23 first-aid cases. While these statistics seem very low and enviable in the power generation industry worldwide, there is still a lot of room for improvement especially in reporting. We will continue to emphasize our responsibility to work safely and provide safety systems. We are on track with our OHSAS 18001 Safety Management

Systems certification and initiate the Maximo Health Safety and Environment module to leverage key safety management systems tools.

Typhoon Glenda showed us that our plants are extremely vulnerable to weather conditions. With the help of WeatherPhilippines Foundation and other available technologies, we will get better at forecasting to get better at anticipating. We have also developed our Regional Business Continuity Plans, where our Business Units are ready with mutual response and mutual aid for Level 5 weather conditions.

Our experience in the past years fortified the need to strengthen our stakeholder relationships and partner with our host communities, host local government units, regulatory agencies, joint-venture partners, and suppliers to ensure that we are able to effectively deliver much-needed power to the country. We have embedded our stakeholder engagement plans in our core strategies and will implement these plans for 2015.

At the core of AboitizPower Generation are our people. We are extremely proud of the talent we have in the group. Our initiatives to guide and promote optimum performance are on track. To cultivate the mindset of continuous improvement, we have implemented Inyovation, the Power Generation group's Quality Improvement Program (QIP), designed to encourage Kabisigs to look at process improvements, discover effective measures, strategize for business growth, and take responsibility to achieve world-class operations.

2015 OUTLOOK

The completion of two more plants in 2015 – the 14-MW Hedcor Sabangan and the 300-MW Therma South Davao baseload plants will bring our total net attributable capacity to 2,364 MW. The AboitizPower Generation Group will ensure that we maximize our capacity to be able to serve all our customers across the country. The Davao baseload plant, in particular is a welcome addition to the Mindanao grid that has long suffered from energy shortage. We look forward to working with the power industry as well to find solutions to the forecasted shortage for the summer of 2015. To date, we have gathered support from our direct customers and distribution areas to free up a total of 177 MW for the Interruptible Load Program (ILP).

Growing the business in 2015 will require our continued focus on our goals. Our values of integrity, teamwork, innovation, and responsibility will allow us to sustain our drive towards Operations Excellence and chart the necessary plans for improvement—gearing up for tomorrow's challenges today—as we pursue our vision of A Better Future.



Hedcor's 14-MW Tudaya hydro plants in Mindanao.

JAIME JOSE Y. ABOITIZ
Executive Vice President & COO
Power Distribution Group

2014 was a good year for AboitizPower Distribution Group as consolidated kWh sales grew by 7.4% over 2013. Growth was driven by Davao Light at 11.4% while VECO was tempered at 5%. The EnerZones grew by 10% due to demand from Subic and the entry of LiMA Utilities. LiMA Utilities will be renamed LiMA EnerZone and is a fine addition to the growing EnerZone brand. SFELAPCO, meanwhile, grew by 2.7%. Cotabato Light and BEZ had negative growth.

Total systems losses of all utilities are under the 8.5% government-mandated cap that results in lower rates.

2014 proved to be troublesome in terms of power supply as Mindanao was again hit by a supply shortage. Outages in Davao Light and Cotabato Light were minimized by the standby power plants as well as participation of many large customers in the successful Interruptible Load Program pioneered by VECO in 2010.

Inspired by our vision to become world-class, Renoir Consulting was engaged to help improve efficiency and standardize and harmonize processes across the six utilities managed by AboitizPower. Across companies, a Business Process Improvement team is now in place to ensure the gains of the Renoir project are continued and sustained.

To further improve efficiency and standardization of processes, the concept of shared services was introduced in the area of Accounting/Finance and Information Technology.

Rural areas without electricity within the VECO franchise area had reason to celebrate with VECO obtaining a record P24 million ER (Energy Regulations) 1-94 funding, benefiting

12 barangays. In Davao Light, 79 rural projects worth P37.2 million were completed, benefiting 1,450 households.

Various projects were completed to further improve on service efficiency and reliability. VECO completed its first one-kilometer underground system beneath Cebu's most important thoroughfare. Two 100-megavolt ampere power transformers were also commissioned.

The Hawkeye Smart Elevated meter cluster technology was devised and deployed in order to keep one step ahead of electricity theft.

Davao Light geared up for incoming power from Therna South, Inc. (TSI) by completing its 69-kilovolt (kV) substation. It has also commenced with a seven-year project of building a robust and reliable distribution network through the installation of a 69-kV loop system.

For MEZ and BEZ, a unified SCADA (Supervisory Control and Data Acquisition) system was installed.

2015 OUTLOOK

Driven by robust economies, the group looks forward to a sustained strong demand for power

in 2015 with kWh growth of 6.9%.

Mindanao may have a power shortage due to mild El Niño, but TSI's two 150-MW units will temper this.

VECO has already signed up firm contracts for almost all its requirements despite its contract with PSALM (Power Sector Assets and Liabilities Management Corporation) expiring last December 2014. All other distribution utilities are fully contracted.

In terms of RCOA (Retail Competition and Open Access), we do not expect to lose any contestable customer in 2015.

To improve operating efficiency and bring down costs, three major initiatives will continue in 2015. These are the rollout of QuantRisk Energy Management to the other utilities after its successful deployment at VECO, Oracle's Meter Data Management, set to go live by the end of 2015, and the continued development of Google Maps-based applications.

The drive to go underground will continue with projects slated in Davao Light and VECO. Line and equipment additions will continue in all utilities.

We look forward to a busy 2015 with renewed vigor and drive, as one unified Distribution group.



VECO and Davao Light work hard to make sure their facilities in their respective franchise areas are properly maintained.

JUSTO A. ORTIZ
Chairman & CEO
Union Bank of the Philippines

2014 was a very challenging year for UnionBank and the entire banking industry. It was a transition year into a “new normal” economic and geopolitical environment, which translated into new pricing equilibriums, compressed net interest margins, and tighter regulatory oversight. Our response was to continue to invest time, effort, and resources into building larger retail accrual businesses, the standout being the teachers loan business of City Savings Bank. Also, the Bank’s culture is being entrenched into the hearts and minds of UnionBankers with more and more being engaged and living the UnionBank DNA – our purpose, our values, our vision, our brand – and, in turn, engaging our customers.

2015 OUTLOOK

In 2015, with the US economy showing relative strength compared to its developed country peers, and with the Federal Reserve poised to raise interest rates, we expect a rebalancing of portfolios away from emerging markets, which should provide us with securities trading opportunities later in the year—in the interim, some volatility. We expect the Philippines, however, among emerging markets, to show resiliency.

We will continue to build our retail accrual businesses with a focus on credit cards, mortgage, and salary loans as well as increasing fee-based transactions from the aforesaid businesses plus our debit cards and cash management businesses. But, corollary to our

current businesses, we believe the time has come to seriously start the transformative, maybe disruptive, journey toward engaging our customers with a coherent and compelling digital strategy.

We are adopting early Philippine Financial Reporting Standards 9 (PFRS 9), which is expected to reduce the volatility in the Bank’s capital line so we can continue to build capital to support the risk assets acquired from growing the accrual businesses. Unfortunately, trading income will decline from the mean of the last decade as we pursue a dominant spread/fee-based business model, now that we have sufficient balance sheet and franchise scale. Central to this strategy, we need to strengthen our risk management capabilities as we grow

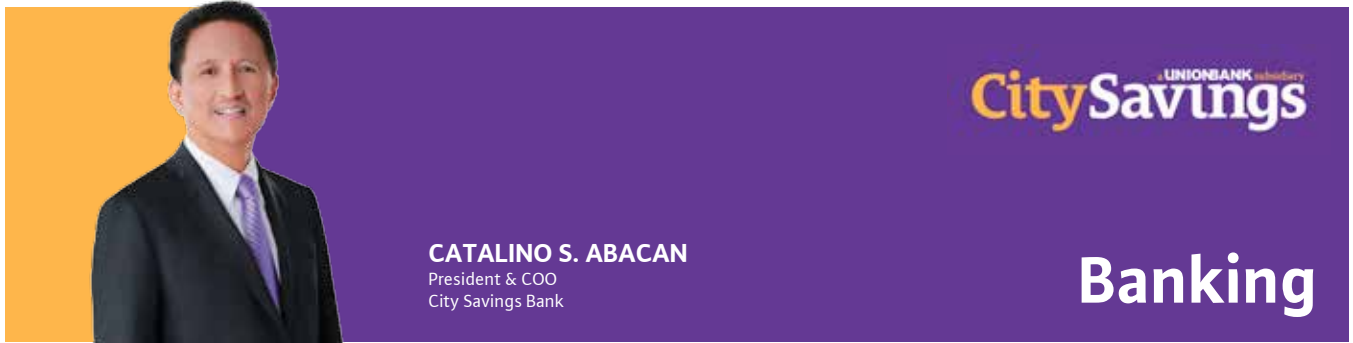
risk assets. To fuel growth, we will continue our successful sales and cash management initiatives that have led to above-market growth rates for current accounts and savings accounts (CASA).

We shall continue to strengthen our culture and further our team member and customer engagement agendas so that they become our unique competitive advantage in a fast commoditizing marketplace.

In the midst of this challenging landscape, UnionBank maintains a constancy of purpose that helps us ride through the cycles with a clear strategic vision articulated in our FOCUS 2020 roadmap: Make Da Diff and enable communities through Smart Banking in the spirit of Ubuntu.



UnionBankers live the bank’s Focus 2020 Roadmap through Smart Banking in the spirit of Ubuntu.



2014 was a banner year marked by several milestones for City Savings Bank (CitySavings). We completed the upgrade of our entire core banking system, aligned with our goal of streamlining processes and achieving efficiencies. To be more meaningful, the latter was coupled with the nationwide roll-out of the “Simply the Best” program, a simplification of the way we do things at the branch level, a manifestation of our desire to delight and engage our customers.

We achieved our goal of opening another 15 branches, expanding our network to 65, a testament of our unrelenting pursuit to reach out and help more people of moderate means.

We surpassed the P1 billion-profit mark a year ahead of plan, a by-product of the collaborative effort of every CitySavings banker.

Such achievement is not entirely due to the contribution of the current management. Rather, the foundation laid by CitySavings recent past leaders, notably Mikel A. Aboitiz, Agnes A. Lacson, and William W. Paradies, among others, were major factors in driving CitySavings toward greater heights and shaping the Bank’s unique culture.

2015 OUTLOOK

In the year ahead, sustaining our momentum is imperative despite the threats of existing and upcoming competitors, in addition to the possible changes in governing business rules.

We will continue with our expansion plans to bring the total branch network to 100 and create capacity to take advantage of existing and emerging opportunities in the civil servant market segment. We will realign expertise to increase focus, optimize performance, and improve resiliency by establishing our Central Processing Services, reorganizing Operations and Marketing, forming a Business Process Management unit and collaborating with our parent, UnionBank, in order to grow and protect our business. We will strengthen our Corporate Social Responsibility programs to benefit the public school teachers and the communities we serve.

As we embark on another year, our philosophy

of “Simple is Good” shall serve as our compass in navigating the ever-changing operating environment. Notwithstanding the challenges

in the horizon, we will remain steadfast in delivering exceptional performance for all our stakeholders.



CitySavings sustained its expansion drive in 2014, including the launch of its branch in Lemery, Batangas.



SABIN M. ABOITIZ
President & CEO
Pilmico Foods Corporation

pilmico

Food

Coming from the heels of the earthquake in Bohol and Yolanda, the Visayas outlook in 2014 was bleak. However, Pilmico has remained consistent in delivering our revenue streams.

Flour volume growth was stable at 2% despite the influx of cheaper imported flour. Imported flour has grown 18% year-on-year in terms of volume and now accounts for 11% in market share.

Feeds volume has grown at an annual rate of 11% over the last five years, effectively growing our market share in the feeds industry to 9% from just 6% in 2009. This has been achieved through our strong sales workforce, increased marketing efforts, and the strengthened growth in our gamefowl feeds, Salto. 2014 also saw Cagayan de Oro host the third run of the Pilmico Livelihood Expo, an event that continues to provide a venue for future partnerships with the backyard industry.

Our Farm volume growth has increased at about 10% per year over the last five years. Despite the double-digit growth, this has not significantly strengthened our position in the market with major competitors growing just as fast.

Despite the growth in commercial farms, the backyard farm segment has seen a consistent decline in recent years.

We also launched our Mahalin Pagkaing Atin advocacy program in support of backyard farmers, which are a significant market for our feeds products. While the program was initially launched in the disaster-stricken areas of Ormoc, Cebu, Bohol, and Tacloban, our thrust is to go beyond providing rehabilitation and livelihood programs for backyard farmers. For 2015, we plan to expand Mahalin Pagkaing Atin to address social issues of the farmers and help our partners grow their businesses.

2014 proved to be very significant as well, marking our entry into the ASEAN market with the purchase of our first feed mill operations in Vietnam, the first international investment of the Aboitiz Group. We also established our Representative Office in Indonesia.

In August 2014, Pilmico International successfully acquired a 70% equity stake in feed mill operator Vinh Hoan 1 Feed JSC (VHF) from its parent company Vinh-Hoan Corporation (VHC). VHF is the fourth largest aqua feed producer in Vietnam and presents opportunities for both Pilmico International and VHC to leverage on their competencies and grow the business together.

Although introduction of our flour products into Vietnam and Indonesia has proven to be challenging, these countries and its surrounding region are definitely areas where we will set our sights and efforts in 2015 and in the coming

years. Setting up offices and/or businesses in these countries will help us prepare on how we can capitalize on business operations across the region, open doors for potential cross-border partnerships, learn new markets and new products, and, consequently, strengthen our firm's competencies in current industries and markets we operate.

Our ability to expand our business has been possible with our strong belief in our values of integrity, teamwork, innovation, and responsibility. It takes years to inculcate and empower people to be responsible for their own growth and development both on the professional and personal levels. 2014 was the year where we started seeing the fruits of our labor over the last couple of years in terms of training and development. We are pleased with how people have stepped up, taken on more responsibilities, and continued to deliver the



Pilmico team members' strong values enable them to step up to the challenges, take more responsibility, and deliver exceptional quality performance.



Following the acquisition of Vinh Hoan 1 Feed, Pilmico is set to expand its aqua feed mill in Vietnam and pursue other opportunities in the region. It will also increase feeds production capacities in Iligan and Tarlac.

level of quality performance we expect from each team member and partner.

2015 OUTLOOK

ASEAN economies have demonstrated resilient growth over the last two years, supported by strong domestic consumption and investment.

Our country's economic forecast for 2015 is very positive with GDP projected to grow at 6.5%, driven by private and government spending. Inflation is seen to slow down to 3% next year, whereas interest rates are projected to rise slightly given the recovery of the US. These economic indicators suggest, among others, that our home market, together with the ASEAN community, will continue to grow.

WHAT DO THESE MEAN TO US?

With trade liberalization, we expect competition to get tougher, both on the domestic and regional fronts.

Our four-pronged long-term strategies will continue to be our compass as we work toward building a purpose-driven, fully integrated food company in the region.

We have several projects in the pipeline to continue to grow and diversify our business in the country:

FEEDS:

- Increase in feeds production capacities in Iligan and Tarlac
- New loading pier for feeds finished goods
- Additional feeds products

FARMS:

- Increase sow level to 14,000 heads
- Build additional farm facilities
- Accelerate capability building for meats business
- Operate own layer farm with monthly output of 4 million eggs by July

FLOUR:

- Export flour around ASEAN region
- Build Pilmico Research & Training Bakery in Cebu
- Build and operate a commissary

ASEAN:

- Expansion of aqua feed mill in Vietnam
- Participate in fish farm business in Vietnam through acquisition and/or greenfield
- Pursue other opportunities in the region through mergers and acquisitions
- Set up Pilmico International office in Vietnam

Our quest for growth and expansion will provide our team members endless opportunities for personal and professional growth and development. At the same time, we create opportunities for employment and help local economies, especially in areas and communities where we operate.

To manage the expected growth and expansion, we continue to equip our team with tools, systems, and processes to make our jobs easier and achieve work-life balance.

For the first quarter, we are rolling out two major systems initiatives – the Oracle Transport Management System and Maximo, our Enterprise Asset Management System. Both systems are expected to help us deliver on our commitments to our customers and team members, thus creating better Partners for Growth.

Project ME will be our flagship program for our people strategy of building better leaders through our values. Its success and the success of our team members will depend on how seriously he/she will take on the responsibility of self-motivation and self-development.

2015 will be the beginning of our move towards building a more purpose-driven organization. Our Mahalin Pagkaing Atin advocacy will take center stage in 2015. This is our heart and soul, our reason for being. We believe that by doing good, we can do well and build a sustainable enterprise.

In the next couple of years, we want to focus on leveraging on our core values of integrity, teamwork, innovation, and responsibility. Building a purpose-driven organization will be the ultimate manifestation and a true test of our core values.

**ANDONI F. ABOITIZ**

President & CEO
Aboitiz Land, Inc.

Land Development

2014 was quite a challenging year for us in AboitizLand. Business difficulties came in varying forms, but as an organization we learned, we moved on, and we continued to thrive. It was a year where we set the stage for building a stronger organization brick by brick.

There were a lot of reasons to celebrate as we marked our 20 years of building and nurturing communities. We also posted record-breaking sales of 15% higher than the previous year.

We fully acquired LiMA Land, Inc. (LLI) and signed a joint venture agreement with Ayala Land, Inc. (ALI).

The construction of our residential developments is now in full swing. Despite our rapid growth, AboitizLand ensures that the properties we deliver sustain the value of our

customers' investments.

2014 also celebrated the first anniversary of The Outlets at Pueblo Verde. It is now 100% occupied with more than 30 brands as partner tenants. The launch of The Outlets has given us a foothold in the retail industry.

As the land development sector experiences continuous demand across the residential, commercial, and industrial sectors, AboitizLand accepts the challenge to make a quantum leap!

We shall continue our aggressive investment

plan and lay the foundations to accomplish this exciting task ahead of us.

2015 OUTLOOK

Moving forward, we remain optimistic about AboitizLand's growth prospects as we further expand our residential and recurring businesses to keep up with the rapid demand of the market.

For our residential division, we will continue to grow our Cebu footprint by continuously



As it marked two decades of building and nurturing communities, AboitizLand has set the stage towards building a stronger organization.



Aggressive growth in 2015 will be propelled by residential, commercial, and industrial products. This includes launch of a new phase of The Outlets in Cebu and expanding LLI to build up AboitizLand's industrial portfolio nationwide.

offering differentiated services and innovative products. We will accelerate our growth in the mid-market segment as we launch over 50 hectares of residential properties in Compostela, Cebu. We will also maintain our dominant leadership in the high-end market. Nationally, we plan to make our first residential investments by entering Luzon's mid- and low-mid markets, where we anticipate demand to be strong.

For our recurring businesses—our commercial and industrial divisions—we will maintain our momentum and sustain our growth track, starting off with the launch of the expansion

phase of The Outlets this 2015. Demand for VisMin's first outlet mall has been quite strong, and we will work hard to continue to meet this demand in 2015. We will also continue to grow LLI as part of our drive to build up our industrial portfolio nationwide.

Beyond business expansions, AboitizLand will build organizational capabilities in order to grow Cebu and to go national. We recognize the need to be more passionately customer-focused. We believe that our aggressive expansion should be supported by exceptional customer service. We will also make great strides in ensuring functional excellence and precise

execution among teams. It will propel us to win the challenges and cycles of a competitive real estate market.

As we look back at the amazing 20 years of our journey, from a land-buying division of Metaphil to becoming a contributor to AEV's portfolio, our promise of providing the ultimate real estate experience will constantly steer our organization. It will propel us to win the challenges and cycles of a competitive real estate market.

Indeed, the future is brighter in AboitizLand as we continue to deliver the promise to provide better communities to every Filipino.

NAPOLEON R. PE, JR.
 President & CEO
 Aboitiz Construction Group, Inc.

For Aboitiz Construction Group, Inc. (Metaphil), 2014 was once again proof of good project and risk management. Despite low sales at P2.2 billion, the net income target was surpassed. Project accomplishment was much lower due to delays in client-supplied drawings. Bulk of the sales was in local construction works. Manpower averaged 4,000.

An operational milestone was the delivery of fabrication modules built in the Balamban yard to Barrow Island, Western Australia. The modules were Metaphil's first attempt at fabrication of modules weighing 600 to 800 tons.

Having stronger procurement capability as the end in mind, Metaphil hired a consultant to look into the company's organizational capacity and structure, as well as process improvements. The engagement expects to benefit the company, as well as its clients.

Metaphil partnered with Aboitiz Foundation in building schools, all in Cebu, in the aftermath of Typhoon Yolanda in 2013. Metaphil also embarked on several construction projects that will be completed in 2015; thus starting 2015

with an adequate backlog.

2015 OUTLOOK

For 2015, Metaphil is eager to build and complete major works in a large power plant in Mindanao. Awarding of additional major works is highly anticipated. Works with clients we have worked with in the past continue to be awarded, which is another indicator of the clients' trust in Metaphil's consistent delivery on its promise of RISQ (Reliability, Integrity, Safety, and Quality). It is also in serious discussion with AboitizLand for a joint undertaking in the building of houses. At the same time, Metaphil continues to pursue projects with international clients, in order to build a global name.

As Metaphil grows, it will continue to focus on delivering RISQ, fueled by the kauban* spirit and armed with the bugsay**. The company continues to build its workforce through its partnership with TESDA (Technical Education and Skills Development Authority), schools and skills training centers, as well as various barangays through Metaphil's Mobile Training Center. Metaphil will continue to grow its workforce of kauban, the heart and soul of the organization, as well as the partnership with reliable suppliers, subcontractors, and service providers. Metaphil continues to believe that the kauban spirit, driven by a passion for better ways, will turn 2015 into the next best year ever.



Notes:

*Kauban is the local term for teammate. It signifies people working together to achieve more.

**Bugsay is the local term for paddle. It signifies the individual's acceptance of responsibility and accountability in achieving a common goal or destination.



Metaphil undertook a number of large-scale infrastructure projects in 2014 that contributed to its bottomline.



AKIHIKO MISHIMA
President
Tsuneishi Heavy Industries (Cebu), Inc.



Shipbuilding

Tsuneishi Heavy Industries (Cebu), Inc. (THI) is one of the nation's biggest success stories in terms of the great teamwork between the Filipinos and Japanese. Since conception, we have been achieving milestone after milestone, and in 2014 we marked our 20th anniversary.

THI has been recognized with multiple awards on several occasions in 2014, for both philanthropic activities and product quality. Such awards include Hall of Fame Award for Outstanding Community Project, Outstanding Exporter Award, and Timonel Award for Outstanding Maritime Entity from MARINA (Maritime Industry Authority). We also received the Highest Distinction in "A Tribute to Cebu's Business and Investor's Night" from the Cebu Chamber of Commerce & Industry during Cebu Business Month. We were recognized by the government through the Philippine Economic Zone Authority for our regional contribution in terms of employee's welfare, community and environment projects, and economic development contributions.

With our strong workforce of 13,000, the company delivered 20 vessels in 2014: one TESS45 box-type bulk carrier (45,000 deadweight metric tons [DWT]), seven TESS58 bulk carrier (58,000 DWT), 10 82,000 DWT-type bulk carriers, and two 180,000 DWT-type bulk carriers. This year, THI is set to deliver 18 ships: Three D/W 35,300 MT type, seven D/W 58,000 MT type (three of which are TESS58 Aeroline),

seven D/W 82,000 MT Kamsarmax type, and one D/W 180,000 Cape-size bulk carrier.

2015 OUTLOOK

With the company's experience and capacity, THI will continue to capitalize on the country's growth and become the "mother" shipyard among Southeast Asian countries, and to be the Shipbuilding Capital of the Philippines.

Productivity-wise, we want to increase our shipbuilding capability by building more ships in the future (that is, 25 to 30 ships) and maximizing facilities to meet the growing demand for bulk carriers in the next few years to include not just foreign clients but local clients as well, in order to get higher revenues and a stable business.

In line with this, THI aims to complete the construction of three new ship models: the TESS45 box-type, the TESS58 Aeroline, and the TESS64 Aeroline. The TESS45 box-type is a ship model in the 1990s known for its versatility, re-developed to have a more compact box shape. Its first order was successfully delivered in 2014. The 35,300 DWT-type, handy-size bulk carrier is expected to be delivered in 2015. Meanwhile,

the TESS58 Aerolines, and TESS64 Aeroline are equipped with wind resistance reduction and other new technologies to increase fuel efficiency by 13% and 20%, respectively, in comparison with conventional TESS58 models. THI's first TESS58 Aeroline was launched in December 2014 and will be delivered this March, while the TESS64 is targeted to be delivered in early 2017.

THI aims to strengthen the shipbuilding industry of the Philippines, further develop human resources education, and equip our team members with the necessary tools and skills of shipbuilding through technology and know-how transfer from Japan, such as dispatching our team members to our mother company in Japan. We aim to develop their engineering, technical, as well as administrative skills as we initially create an in-house shipbuilding academy, as well as attract new talents.

As THI is developing as Asia's leading shipyard, with the shipbuilding facilities, technology, and skills ready, we face the challenges of the shipbuilding market demand in the Philippines and other Southeast Asian countries as well.



As part of its goal to be the Shipbuilding Capital of the Philippines, THI will continue to build more bulk carriers to meet the demand of local and foreign clients.

SUSAN V. VALDEZ
President
Aboitiz Foundation, Inc.

Social Responsibility

The year 2014 tells a story of resiliency among Filipinos as we saw our nation unite to help the Visayas get back on its feet after super typhoon Yolanda. This “*bayanihan*” spirit moved us to fulfill our promise to rehabilitate 200 northern Cebu classrooms damaged by the typhoon, as part of the Aboitiz #BangonVisayas relief and rehabilitation program.

With the overwhelming support of kind and generous donors, we exceeded our target. Last November, we turned over 227 classrooms – 157 repaired and 70 newly constructed – to 29 schools in the towns of Bogo and San Remigio, benefitting more than 15,000 students.

This fulfilled promise was the culmination of our #BangonVisayas efforts, and gave birth to Aboitiz BetterWorld schools, as we commit to provide a better learning environment for our communities.

OUR MINDSET:

WE CAN DO WELL BY DOING GOOD

Our continuing journey towards an Aboitiz BetterWorld is anchored on the Group’s sustainability mindset that we can do well by doing good, always making the right long-term decisions that balance the interests of people, planet, and profit. We are doing good by living out our core value of responsibility through our

CSR initiatives.

Over the past 26 years since the Aboitiz Foundation was established, we have been committed to our mission of helping people help themselves and pursuing our vision to be the neighbor of choice.

We deliver value to our stakeholders, including communities where there is Aboitiz presence, by focusing our CSR efforts on education, enterprise development, and environment. In times of calamities, we are always ready to help, aiming to be among the first to respond.

2014 HIGHLIGHTS

In 2014, the Foundation’s annual budget increased to P423 million, with education-related initiatives getting the biggest allocation. A total of P194 million was spent on the rehabilitation of northern Cebu schools in the aftermath of Typhoon Yolanda.

For education, we also intensified the

development of special science elementary schools (SSES) and technical-vocational (tech-voc) high schools in collaboration with the Department of Education and the Technical Education and Skills Development Authority. To help communicate our promise of a better learning environment, we have branded our SSES, tech-voc schools, rehabilitated northern Cebu schools, AGAPP Silid Pangarap, and our regular Foundation classrooms with the Aboitiz BetterWorld logo.

In the area of enterprise development, the Cooperative Development Authority re-accredited the Foundation as a certified technical training provider, allowing us to offer free technical trainings to more cooperatives across the country.

For the environment, we achieved our 2015 target of planting three million trees a year ahead of schedule; by mid-2014, the entire Group had planted 3.3 million trees. As a new



Aboitiz Foundation's education-related initiatives in 2014 included turning over 'Silid Pangarap' classrooms to AGAPP Foundation and a total of 227 rehabilitated and newly constructed classrooms to Yolanda-affected schools in northern Cebu.



Working towards CSR 2.0, Aboitiz Foundation will engage projects that are more sustainable for beneficiaries and aligned to our businesses.

challenge, we are pushing for a new target: 6 million more trees by 2020.

2015 OUTLOOK

Since the late 1980s, our initiatives have evolved from CSR 1.0, which involves simple philanthropic activities, to our working towards a CSR 2.0: engaging projects that are more sustainable for our beneficiaries and, at the same time, aligned to our businesses.

Starting this year, we will carefully select projects that would help us reach our goal of achieving CSR 2.0. This means selecting more initiatives that:

1. Are aligned to the Foundation's focus areas
2. Address community needs
3. Are aligned to the businesses or industries we are engaged in
4. Involve skills training and capability building for beneficiaries
5. Help our businesses
6. Encourage team member volunteerism
7. Are nationwide in scope

Towards this end, we will map out our planned projects based on these parameters and establish baseline and targets per business unit to determine the percentage of projects that are not yet under 2.0.

For education, our goal is to achieve universal public education by continuing to establish and develop Aboitiz BetterWorld schools. This means more SSes, tech-voc schools, AGAPP Silid Pangarap donations, and regular Foundation classrooms, scholarships, and teacher skills trainings for the public school system.

For enterprise development, our goal is to improve community livelihood and employment opportunities by expanding our micro-finance base, orienting business units on the Foundation's micro-finance operations. We will identify and evaluate organized groups outside Cebu but are still within the focus areas of our business units, and continue to conduct training programs for them.

For environment, our goal is to minimize our environmental impact by continuing to conceptualize and identify viable programs. We

will also work on our long-term commitment to plant another 6 million trees nationwide, and develop our eight-hectare outdoor biodiversity Cleanergy Park in Davao City. We will continue to promote our re-use, reduce, and recycle program called Race to Reduce (R2R) and expand to other areas of operation.

Aside from programs under our focus areas, we will undertake projects that address the health and well-being of our communities, including fund drives for disaster relief and rehabilitation efforts.

We will continue to conceptualize or identify viable projects that will involve more team member participation and engage our stakeholders more closely through the use of social media and other possible channels of communication.

Lastly, we will enhance our current methods of measuring the effectiveness of our CSR initiatives.

We thank all our stakeholders for their growing commitment and continued support towards the fulfillment of our CSR goals.



SUSAN V. VALDEZ
President
WeatherPhilippines Foundation



Social Responsibility

2014 was a year of big leaps for WeatherPhilippines in terms of communications and stakeholder engagement, as well as international recognition.

The foundation was recognized by three regional bodies—APEX Global, CMO Council Asia, and Public Affairs Asia—for initiatives on technological innovation and communications in proactive disaster preparedness.

We conducted Weather 101 and Tropical Cyclone 101 trainings for private organizations to increase people's weather knowledge on timely response to adverse climate changes. A number of trainings were also held for our partners including VECO, Davao Light, SN Aboitiz Power Group, AboitizPower, Center for Disaster Emergency Response, and Rotary Club of Cebu.

We made our advocacy more memorable among our stakeholders by launching the #WeatherWiser Nation Conference. The event,

held last November 25, 2014, gave the media and other partners knowledge and insight to put weather data in context for news reports and utilize the information for business, government, and technology.

The #WeatherWiser Nation campaign engages all communities to build a nation that uses accurate weather information for practical decision making in business, government, and personal matters. It also aims to change the attitude of Filipinos towards weather, from apathy to interest and concern.

These initiatives strengthened two significant areas for WeatherPhilippines: stronger communication of our message on proactive disaster preparedness, and better community engagement among our partners in the public and private sector.

Along with the deployment of AWS, we have installed lightning detectors at Cebu Pacific sites nationwide to ensure safer flights and better operations, especially during weather disturbances. This network of lightning detectors will also enhance WeatherPhilippines's capability in warning against localized thunderstorms around the country.

The AWS rollouts and trainings, our #WeatherWiser campaign, and other activities cannot be achieved and sustained without the funding, donations, and services of partners who see the value of and support the foundation's advocacy.

As of December 23, 2014, WeatherPhilippines has established new partnerships with LBC, Department of Education, Globe Telecom, 9 gold donors, and 5 service partners, as well as 314 site partners. These partnerships have enabled the foundation to continue training local government officials and Disaster Risk Reduction Management Officers (DRRMOs) primarily on how to install AWS and usage of weather.com.ph. They have also increased our website visits and social media following.

Private sector funding and complementary support has helped WeatherPhilippines achieve the following:

(Stats on next page)



Roll out of automated weather stations — including installation of lightning detectors at selected locations — and training of LGUs and partners continued throughout 2014. WeatherPhilippines's AWS network has now reached 750 meteorological sites nationwide.

WeatherPhilippines in 2014



Deployed AWS
Partners
Trained Local Gov't Units
Trained DRRMOs

750
568
435
860



Weather.com.ph stats:
Visits
Page Views
Unique Visitors

2,433,895
4,393,829
1,404,606



Facebook Likes

13,000



#WeatherWiser
NATION



Automated Weather Instrument ▶



◀ Lightning Detector



2015 OUTLOOK

WeatherPhilippines will continue to engage a wider audience towards supporting the #WeatherWiser Nation advocacy, while completing our target AWS deployment in 2015.

The #WeatherWiser campaign, through Weather 101 and Tropical Cyclone 101 sessions, will focus on building awareness, changing behavior, and inspiring action among host communities as well as our public and private sector partners. Weather 101 will continue to make weather information more accessible to the public as a practical tool for planning and decision making for business, economics, government, and lifestyle choices.

#WeatherWiser advocates who will champion the cause will also be identified.

WeatherPhilippines's 2015 community engagement initiatives will focus on training local governments on the basics of weather and tropical cyclones. This will aid disaster risk reduction officers in applying weather knowledge to improve their communities' tourism, agriculture and fisheries, and local economy.

We look forward to launching our new website within the first quarter of the year, and a new mobile application in the second quarter, both of which will be done through our partner iACADEMY.

Nine more lightning detectors are set to be installed in selected SM malls and Cebu Pacific airport destinations, augmenting the AWS local weather forecasting abilities. This will coincide with MeteoGroup's update on our weather forecasting software and tools-enhanced weather monitoring system.

At least 250 more AWS will be installed to complete our network of 1,000 AWS nationwide. All deployed and installed AWS will undergo regular monitoring and maintenance to ensure accuracy of weather data. Portable calibration devices will also be used to ensure that all units accurately sense and measure meteorological conditions across the country.

THE ABOITIZ GROUP COMMITTEE STRUCTURE

BOARD CORPORATE GOVERNANCE COMMITTEE

Members (AEV):

- Jon Ramon Aboitiz (Chairman)
- Roberto Aboitiz
- Jose Vitug
- Raphael Lotilla
- Stephen CuUnjieng
- Txabi Aboitiz (Ex-Officio)
- Jasmine Oporto (Ex-Officio)

Members (AboitizPower):

- Jon Ramon Aboitiz (Chairman)
- Erramon Aboitiz
- Romeo Bernardo
- Alfonso Uy
- Carlos Ejercito
- Txabi Aboitiz (Ex-Officio)
- Jasmine Oporto (Ex-Officio)

Purpose:

1. Sets the corporate governance tone and directions for the company, develops the company's set of corporate governance guidelines, keeps abreast of developments in corporate governance best practices, and makes recommendations to the Board in light of such developments.
2. Evaluates and monitors governance structures and processes, including policy development and process improvements, to facilitate Board oversight. This includes creating new policies and updating existing policies to conform to best practices.
3. Contributes to the management of the Group's affairs to ensure good governance for the overall interests of the stakeholders.

BOARD RISK AND REPUTATION COMMITTEE

Members (AEV):

- Endika Aboitiz, Jr. (Chairman)
- Justo Ortiz
- Jon Ramon Aboitiz
- Stephen CuUnjieng
- Erramon Aboitiz
- Stephen Paradies (Ex-Officio)
- Susan Valdez (Ex-Officio)

Members (AboitizPower):

- Endika Aboitiz, Jr. (Chairman)
- Antonio Moraza
- Mikel Aboitiz
- Carlos Ejercito
- Alfonso Uy
- Manuel Lozano (Ex-Officio)
- Susan Valdez (Ex-Officio)

Purpose:

- Has oversight responsibilities with regards to the following:

Risk Management

1. Enterprise Risk Management Framework
2. Governance Structure that supports its Framework
3. Risk Appetite and Tolerance of the Group
4. Risk Profile of the Group and its performance against the Defined Risk Appetite and Tolerance
5. Risk transfer and retention strategy and implementation of major insurance programs

Reputation Management

1. Reputation Issues and Crisis Management
2. Corporate Branding & Communications Strategy and implementation of its group-wide programs
3. Sustainability and CSR Strategy

BOARD AUDIT COMMITTEE

Members (AEV):

- Jose Vitug (Chairman)
- Raphael Lotilla
- Stephen CuUnjieng
- Roberto Aboitiz
- Justo Ortiz
- Stephen Paradies (Invited Attendee)
- Susan Valdez (Invited Attendee)

Members (AboitizPower):

- Carlos Ejercito (Chairman)
- Romeo Bernardo
- Alfonso Uy
- Antonio Moraza
- Mikel Aboitiz
- Manuel Lozano (Invited Attendee)
- Susan Valdez (Invited Attendee)

Purpose:

1. Ensures the integrity of the Company's financial reporting processes, including ensuring the integrity of financial reports and other financial information provided by the Company to the public, governmental and/or regulatory bodies
2. Ensures the adequacy and effectiveness of the Company's internal control system, governance processes and risk management processes and reviewing the performance on the Company's internal audit function
3. Reviews the annual independent audit of the Company's financial statements and the external auditors' qualifications and independence
4. Ensures compliance with applicable laws and regulations which may represent material financial exposure to the Company

OTHER GROUP COMMITTEES

GROUP MANCOM

Members:

- Erramon Aboitiz (Chairman)
- Justo Ortiz
- Antonio Moraza
- Sabin Aboitiz
- Luis Miguel Aboitiz
- Jim Aboitiz
- Andoni Aboitiz
- Txabi Aboitiz
- Stephen Paradies
- Cholo Bernad

Purpose:

1. Develops group business goals, strategies, and policies, for approval by the ACO, AEV, and AboitizPower Boards
2. Reviews and provides input into SBU business goals and strategies
3. Communicates goals and strategies, along with appropriate success measures, to other leaders throughout the Group
4. Oversees the successful execution of group strategies to achieve its goals
5. Reviews and approves group-wide initiatives, aligned to approved goals and strategies
6. Conducts Key Talent Reviews (KTR); approves appointments and promotions of senior management positions

Also serves as Risk Management Council:

7. Ensures proper implementation of Risk Management framework and its strategies, policies, and key initiatives
8. Reviews and monitors the Group's top risks and emerging risks and ensures implementation of corresponding risk mitigation
9. Approves all risk transfer programs with insured values above P2 billion

INSURANCE MANAGEMENT COMMITTEE

Members:

- Stephen Paradies (Chairman)
- Susan Valdez
- Manuel Lozano
- William Paradies
- Stephen Tan
- Liza Luv Montelibano
- Annacel Natividad

Purpose:

1. Reviews and approves Business Interruption assumptions for the sum insured and indemnity period
2. Reviews and approves replacement value of BU's physical assets
3. Approves all insurance lines to be procured by BUs for operations and project requirements
4. Reviews and validates all insurance quotations
5. Approves insurance programs of BUs with insurable risk value of up to P2 billion

INVESTMENT COMMITTEE

Members:

- Erramon Aboitiz (Chairman)
- Stephen Paradies
- Robert McGregor
- Deal team leader, SBU CEO and CFO, BU COO

Purpose:

1. Provides a standard way of pulling together information on investment opportunities
2. Provides an early opportunity for information to flow in two ways to help team members and management to understand any deal
3. Ensures timely investment and timely evaluation of opportunities available to us

RISK MANAGEMENT STEERING COMMITTEE

Members:

- Susan Valdez (Chairman)
- AEV Risk Management Team Leaders
- SBU and BU Risk Managers

Purpose:

1. Reviews and recommends group-wide Risk Management and Insurance policies, strategies and initiatives for RM Council review and approval
2. Reviews, monitors and reports implementation progress of group-wide Risk Management and Insurance projects and initiatives
3. Serves as forum for discussing key risk issues, emerging risks and sharing Risk Management knowledge, best practices, experience and research work

REPUTATION/CSR/SUSTAINABILITY COUNCIL

Members:

- Susan Valdez (Chairman)
- Ria Calleja, Ganzo Gonzales, Ross Luga
- Genju Lapez, Paula Joson, Paula Ruelan
- Maribeth Marasigan
- Charity Marohombsar
- Zeny Novabos
- Nancy Lim
- Sonny Carpio, Danny Cerence
- Celso Caballero
- Malou Marasigan, Judd Salas

Purpose:

1. Develops strategy and group-wide initiatives related to reputation management, CSR, and sustainability
2. Sets policies and guidelines related to corporate communication, media relations, branding, CSR and sustainability
3. Reviews, monitors, and reports implementation progress of group-wide projects related to corporate communication, media relations, branding, CSR, and sustainability

IT COMMITTEE

Members:

- Hoton Elicano (Chairman)
- Ana Aleta
- Bobong Borja
- Zeny Novabos
- Francis Cabanban
- Jeanne Ouano
- Maribeth Marasigan
- Ann Arribas

Purpose:

- Formulates and manages IT policies, processes, structures, and systems of group-level issues where collective effort, knowledge, capital, or economy create a higher quality outcome

HUMAN RESOURCE COMMITTEE

Members:

- Txabi Aboitiz (Chairman)
- Nancy Lim
- AEV HR Team Leaders
- SBU/BU HR heads

Purpose:

Discusses the following matters:

1. Key HR Group initiatives
2. Group HR policies and practices
3. HR best practices
4. Resolution of HR-related issues

LEGAL EXECUTIVE COMMITTEE

Members:

- Stephen Paradies (Chairman)
- Txabi Aboitiz
- Jasmine Oporto
- Manuel Lozano
- Susan Valdez
- Legal and Corporate Services Legal Team
- Regulatory Legal Teams
- BUs' Legal Teams

Purpose:

1. Reports and assesses the company's corporate governance compliance track records, identifies and mitigates legal risks, reviews litigation management procedures, tax protocols, current litigation issues and other related matters affecting the Aboitiz group, including overall legal expenditure of the business units
2. Responsible for the comprehensive legal compliance program of the company
3. Initiates the formal adoption of the company's Code of Conduct, clarifies responsibilities, and informs other stakeholders on the conduct expected from company personnel
4. Regularly updates management on ongoing projects or activities of the Legal and Corporate Services Team

FINANCE COMMITTEE

Members:

- Stephen Paradies (Chairman)
- Manuel Lozano
- Gabby Mañalac
- Finance Team Leaders (Invited Attendees)

Purpose:

1. Reviews long-term financing requirements including operational companies, greenfield projects, and business development projects which include acquisitions
2. Reviews placement limits and investment outlets
3. Reviews credit lines (short-term lines and single borrower's limit)
4. Reviews cash flows
5. Reviews foreign exchange hedging requirements
6. Updates on market directions on interest rates and foreign exchange

GOVERNMENT RELATIONS COMMITTEE

Members:

- Sabin Aboitiz (Chairman)
- Antonio Moraza
- Ernest Villareal
- Susan Policarpio
- Luis Miguel Aboitiz
- Cholo Bernad
- Jasmine Oporto
- Joseph Gonzales

Purpose:

1. Coordinates all government-related activities across the group
2. Monitors legislation and government policies
3. Develops good working relationships with government agencies, LGUs and business organizations, in coordination with different BUs and WeatherPhilippines Foundation
4. Participates and provides inputs in government committee hearings and public consultations

AEV MANCOM

Members:

- Erramon Aboitiz (Chairman)
- Txabi Aboitiz
- Cholo Bernad
- Stephen Paradies
- Robert McGregor
- Jasmine Oporto
- Susan Valdez
- Gabriel Mañalac
- Hoton Elicano
- Melinda Bathen
- Nancy Lim
- Ricky Lacson (Secretariat)

Purpose:

1. Reviews and approves Corporate Center initiatives that enhances governance, business partnering and being a knowledge center for support services
2. Reviews and recommends initiatives to Group ManCom that will require participation from the SBUs and/or will have an impact to the SBUs
3. Reviews and approves Corporate Center policies, organization structure, promotions, benefits, budgets and plans
4. Conducts KTRs

Sustainability Policy

We can do well by doing good,
always making the right long-term decisions that
balance the interests of people, planet, and profit.

We are guided by the following principles:

- Stakeholders must be treated with fairness.
- Corporate Social Responsibility is an integral part of doing business.
- Decisions are made with highest regard for their long-term impact.
- We live our core values of integrity, teamwork, innovation, and responsibility.

We make decisions based on our objectives to:

- Partner with communities to promote inclusive growth.
- Provide a commercially sustainable customer experience.
- Attract, retain, and optimize A-people.
- Build, protect, and enhance our reputation.
- Minimize our environmental impact.
- Enhance overall long-term effectiveness of the organization.
- Grow profitably.

We are committed to making Aboitiz a truly sustainable
enterprise that we can entrust to future generations.

