

# aboitiz eyes

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## THE ROLE OF THE CORPORATE CENTER



KNOWLEDGE CENTER  
BUSINESS PARTNER  
GOVERNANCE

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Risk Maturity Level 4

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Project Forward  
in full force to  
achieve 1AP

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CSR 2.0: a defining  
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## EDUCATION FOR A BETTERWORLD

**We believe that a better-educated youth means a better Philippines. That's why we continue to put education at the forefront of our CSR initiatives.**

In 2014, we invested over P400 million to bring to our communities a better learning environment through Special Science Elementary School Education, Technical-Vocational High School Education, repair and construction of regular classrooms and those that were destroyed by super typhoon Yolanda, AGAPP 'Silid Pangarap' classrooms, teacher skills training, and scholarships and financial assistance to deserving students.

Our continuing journey towards an Aboitiz BetterWorld is anchored on our sustainability mindset that we can do well by doing good.



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## Aboitiz Equity Ventures, Inc.

**President & CEO**  
Erramon Aboitiz

**Chairman**  
Jon Ramon Aboitiz

**Editor-in-Chief**  
Susan Valdez

**Managing Editor**  
Franz de la Fuente

**Creative Directors**  
Tori Vicente  
Ricky Sibonghanoy  
Carlo Franco

**Associate Editor**  
Cristina Biyo

**Circulation Officer**  
Yhol Colegado

## CONTRIBUTORS

### Corporate Center

Rogie Abala  
Belle Areta  
Maan Capistrano  
Hoton Elicano  
Dexter Gianan  
Robert McGregor  
Ricky Lacson  
Thet Mesias  
Noel Modesto  
Timi Nubla  
Gloidan Papas  
Mia Zamora

**Power**  
Endika Aboitiz, Jr.  
Ruann May Barace

Richard Bulaon  
MJ Cendaña  
Alfred Cerezo  
Enjie De Guzman  
Mary De Guzman  
Fermin Edillon  
Jessimer Enriquez  
Jade Gamas  
Bill Haboc  
Karen Macalinao  
Grace Migue  
Dennis Montebon  
Claren Padinay  
Sherilyn Puno  
Alex Venturado  
Jerry James Villarva

**Banking**  
Claire Ann Aventurado  
Alva Michelle Cabriga  
Malu Evaristo  
Ilene Geronimo  
Jeannet Zaballero  
Jones Ibañez  
Carissa Limjap  
Reformado  
Paula Ruelan  
Mantissa Samson  
Jovy Tan

**Food**  
Rhea Embalzado  
Pam Liwag

**Land**  
Arianne Manzo

**Construction**  
Ronaldo Amodia  
Zeny Novabos

**Foundation**  
Danny Cerence  
Rechiel Cordova  
Louie Boy De Real

**WeatherPhilippines**  
Lia Neri

**RAFI**  
Rene Martel



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## The Role of the Corporate Center

The AEV Corporate Center plays a fundamental role in supporting the Aboitiz Group's growth strategy. It is a key enabler in the execution of our strategy, allowing Corporate Center units and Aboitiz business units (BUs) to focus on doing what they do best.

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

### Knowledge Center

- Is the center of excellence in their respective areas of expertise
- Strengthens its expertise in order to become a go-to resource for the Group for certain disciplines

### Business Partner

- Assists BUs in implementing initiatives related to the corporate center units' area of knowledge
- Provides services where it is practical and where economies of scale can be achieved

### Governance

- Develops policies and standards for implementation and compliance across the Group
- Introduces and monitors best practices, policies and standards

These roles have served us well as we moved from a centralized structure to a matrix structure described as centralized decision-making, resulting to local and aligned execution. The centralized decision-making is done at the Group Management Committee (ManCom) level, where Corporate Center units and SBUs/BUs recommend programs, practices, and initiatives that they think can very well be implemented across the Group.

Once an initiative or a project is approved at the Group ManCom level, it is then implemented across the Group, allowing each SBU/BU to tweak or customize it based on the nuances of their respective businesses. A recent example of a Group ManCom decision is the definition of the Aboitiz Core Values—decided centrally, but executed locally in each BU to align with what was cascaded across the Group.

**KNOWLEDGE CENTER.** CCUs serve as key resources in their areas of expertise, such as:

RISK MGMT.	REPUTATION MGMT.	STRATEGY & INVESTMENT	IT	HR	LEGAL	ACCOUNTING	TREASURY	AUDIT
Enterprise Risk Management Capability Building	Corporate Communication & Creative Production	Deal Structuring & Execution	Oracle Enterprise Resource Planning	Attracting, retaining, and optimizing A-People	Litigation & Labor Law	Accounting Standards & Tax Rulings	Treasury & Debt Structuring Products	Operational & Risk Audits

**BUSINESS PARTNER.** CCUs offer different value-added services related to their areas of expertise, such as:

RISK MGMT.	REPUTATION MGMT.	STRATEGY & INVESTMENT	IT	HR	LEGAL	ACCOUNTING	TREASURY	AUDIT
Risk Management Process Integration & Risk Finance	Media Relations & Issues Management	Financial & Strategic Analysis	Data Center Facilities	Executive Search	External Counsel Management & Litigation Management	Assistance in Dealing With External Auditors	Management & Execution of Daily & Long-Term Financial Products & Services	Audit Services

**GOVERNANCE.** CCUs ensure important governance processes are upheld in their areas of focus:

RISK MGMT.	REPUTATION MGMT.	STRATEGY & INVESTMENT	IT	HR	LEGAL	ACCOUNTING	TREASURY	AUDIT
Group RM Governance Structures, Policies and Guidelines	Brand Management Guidelines & Compliance	Investment Committee Process	IT Security	Succession Management	Legal Risk Management	Accounting Consolidation	Standardized Financial Structures & Documentation	Audit Standards

As our businesses evolve and grow to meet new challenges, the AEV Corporate Center will be there to enable BUs to meet their business objectives. Currently, many of the Corporate Center teams continue to carry out their roles through various Group councils and committees, where initiatives are further concretized collectively, and where aligned execution all across the Group is ensured and monitored.

## Aboitiz Group achieves Risk Maturity Level 4

- Risk Maturity Level 4 puts Aboitiz in the Top 15% of all global organizations rated by AON annually
- "Enterprise resiliency is essential in order to achieve our mission to create long-term value for all our stakeholders." –EIA

The Aboitiz Risk Management Team held its 3rd Risk Management Forum last February 23 at the Manila Polo Club. Aboitiz Equity Ventures, Inc. (AEV) President and Chief Executive Officer Erramon I. Aboitiz (EIA) formally opened this year's forum with the theme "Achieving Level 4 in Risk Maturity."

This means achieving enterprise resiliency: building a risk culture that encourages participation and engagement at all levels in the organization.

"We in the Aboitiz Group are committed to risk management excellence. Enterprise resiliency is essential in order to achieve our

mission to create long-term value for all our stakeholders," EIA told the forum's participants.

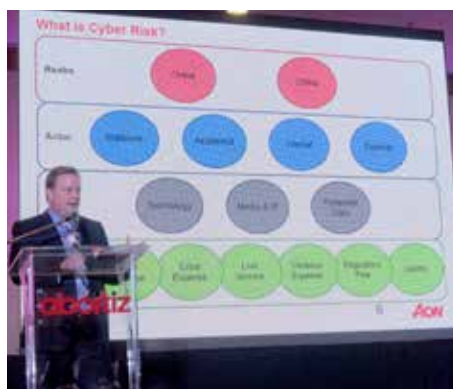
### Achieved: Level 4 in Risk Management Maturity

The Aboitiz Group performed well based on its 2014 Risk Maturity Index Results, according to Susan V. Valdez (SVV), AEV Chief Reputation and Risk Management Officer. The Aboitiz Group managed to achieve an average risk rating of 3.9 (on a scale of 1–5), putting the Group in the Top 15% of all organizations that participate in the global Risk Maturity Index (RMI) assessment conducted by AON annually.

Over the last three years, AEV and its business units have worked together in developing and executing the key deliverables to achieve level 4 anchored on the four pillars of Risk Management Framework.

SVV also emphasized that the Group's risk journey continues and that these programs, many of them already ongoing, require updating and enhancement annually to manage internal and external business challenges and opportunities.

Meanwhile, speakers from AON and Marsh were also invited to share their knowledge and perspective on risk topics relevant to the Aboitiz



# Corporate Center

Group today and in the future. An interactive question and answer portion followed each of the speaker's presentation.

The forum was quickly followed by the Insurer's Appreciation night. Leaders and risk managers across the Aboitiz Group were also there to celebrate and enjoy good food and drinks with insurers and brokers from different organizations.

"The relationship we seek with all of you is a partnership that combines excellent service wherever and whenever needed; risk and insurance services that add value; solutions designed to address our needs and optimize our total cost of risk; and a sharing of information and competencies to help us become better; always maintaining a win-win relationship," EIA told guests during his speech.

## Coaching and Mentoring Course launched in the Aboitiz Group

Aboitiz has always prided itself in leadership excellence—we have produced leaders from our ranks, and today 80% of our top executives are home grown talents. This is a trend we wish to sustain for the future, with Mentoring and Developing emerging as one of the six Leadership Dimensions of the Aboitiz Leadership Brand.

However, we recognize that becoming a people leader is not always an easy job—it comes with high expectations and its own set of challenges. Not only are you required to sustain business performance, you are also seen as a role model, a motivator, a change agent, and most importantly, a coach or mentor. As the Aboitiz Group continues to grow and expand its reach, one of the most important strategic pillars is to build human capital, and we can only achieve this through our team leaders.

In order to equip leaders with the skills required for Coaching and Mentoring, which is essential for people development, Corporate HR launched the Coaching and Mentoring Course last January 30. It is a three day program available to all AVPs and up across the Group, customized and facilitated by management consultant and executive coach Cliff Scott of the Leadership Circle. Scott's team include seasoned coaches Susan Rivera and Maricar Testa, both of whom have worked extensively with large corporations both here and abroad.

The course is packed with learning discussions and hands-on practice sessions and participated in by team leaders from the various BUs, allowing them to share experiences and gain insights from one another with a cross-functional perspective.

Several other batches of the workshop are scheduled for the rest of the year. Stay tuned!

### Risk Management Forum Key Takeaways

**Cyber Risks** – With our increased dependence on IT systems and technology, with us storing more data and information in the cloud, both in business and our personal lives – this interconnectedness presents unique and complex risks.

- Emerging areas for cyber risks include Social Media, Cloud Computing, Mobile Device Payment apps, device data collection and location tracking and Big Data analytics
- All companies globally, have been in one way or another cyber attacked – question is whether the company is aware or not.
- Insurance premiums for cyber risk coverage has grown from \$75 million in 2002 to \$1 billion in 2012 mirroring the exponential increase in threats globally

**Political Risks** – With our plans to expand in the region, we will be facing a new set of opportunities and associated risks. Expanding our operations to these countries has to make sense from a strategic standpoint, while being well aware of the risks that come along with these investments.

- Political risks exist – arising from action and inaction of a foreign government and includes exposures such as expropriation, currency inconvertibility, and cancellation of licenses/contracts, among others. Insurance solutions are available but are quite expensive and may not be an effective risk treatment for uninsurable risks such as bureaucracy, corruption, inadequate infrastructure and biased local judicial systems.
- Still best mitigated by carefully selecting local joint venture partners, a comprehensive due diligence process, strong contract terms and provisions and implementation of effective risk transfer solutions
- Based on Aon's Multi-Country Risk Analysis – the Philippines is a higher country risk overall compared to Malaysia and Indonesia and a slightly lower risk than Vietnam.

**2015 World Economic Forum (WEF) Global Risks** – the results of the 2015 WEF Global Risks report was shared with the Group, highlighting how some of these risks could affect the region, our country, and our businesses.

- The 2015 WEF Global Risk Report has been improved by the clear separation of risks and trends – how long term patterns and trends can contribute to amplifying global risks and/or altering the relationships between them
- Accelerated interplay of geopolitical and economic driving new risks – where social instability is at center of interconnected risks such unemployment, rising wealth gap, urbanization, with profound consequences and cascading effects.
- Water stress – from both sides of spectrum – water scarcity to flooding affecting 3.9 billion globally by year 2050
- How capital markets can be risk capacity providers particularly on natural catastrophe exposures where insurance capacities may be limited

# Corporate Center

## Aboitiz honors bankers and brokers at yearly cocktail parties

- “We particularly appreciate your efforts to keep us top of mind amongst your clients, and for your active coverage of our businesses.”—EIA at the Brokers Night
- “Aboitiz values relationships, and want to thank you for our partnerships and the support that comes with it.”—EIA at the Bankers Night



The Aboitiz Group once again celebrated its valued partnerships in the financial industry, starting off the year on an upbeat note by honoring our partners in the banking and broker community on two separate yet memorable occasions.

### Brokers Night

This year's Aboitiz Brokers' Night, which was organized by the Investor Relations Department, was held at Las Flores restaurant in Bonifacio Global City last January 5.

Over 100 people from different brokerages engaged in interesting conversation while enjoying the restaurant's sumptuous Spanish cuisine and wine.

“Please allow me to take this opportunity

to thank you for helping us build strong relationships with the general investment community. We particularly appreciate your efforts to keep us top of mind amongst your clients, and for your active coverage of our businesses,” Erramon I. Aboitiz (EIA), AEV President and Chief Executive Officers, told the brokers at the event.

### Bankers Night

A month later, it was the turn of the Group's banking partners to be lauded at the 6th Annual Aboitiz Bankers' Appreciation Night, organized by the Treasury Services Group and held at the Manila Polo Club last March 5. A total of 113 banking partners attended the event.

“We recognize that much of our capabilities and success are the result of the strong

partnerships we have forged with the banking community. Aboitiz values relationships, and want to thank you for our partnerships and the support that comes with it,” EIA told the event's bankers.

This year's Bankers' Night themed “RockBank” resembled a true festival as bankers, fortified with good food and drinks, played the night away on the music video game Rock Band. The night's winning team energetically performed a convincing rendition of the Beatles classic “Lucy In The Sky With Diamonds.”

And if “Rock Bank” was not enough, certain bankers also received Lampoon Awards— trophies bearing the likeness of AboitizPower CFO Dmi Lozano—that poked fun at certain amusing characteristics that they allegedly personified.

# Corporate Center

## Key learnings from the Aboitiz brand forum

- **Prioritize the real stakeholders to whom your brand matters, who win when you win**
- **Corporate citizenship aligned with business strategy drives Brand Value**

The annual Corporate Branding & Communication Forum, organized by the Reputation Council serves as a venue for cascading group-wide reputation initiatives and sharing of best practices. This year's event, held last March 2 at the F1 Hotel in Bonifacio Global City, allowed the Group's branding, communication, CSR, and sustainability teams to learn best practice from local and foreign speakers.

### Reputation Direction & Strategy

**Susan V. Valdez**, AEV Chief Reputation and Risk Management Officer, opened the forum with a talk on the Aboitiz Group's reputation direction and strategy, and its alignment with the Group's Strategic Pillars, Key Components of a Sustainable Business, and Reputation Council Deliverables for 2015.

#### TAKEAWAYS:

- Stakeholder Engagement seeks to deliver value for all our stakeholders by meeting or exceeding their expectations. Stakeholder satisfaction and engagement enables us to continuously protect and enhance the Aboitiz reputation.
- Reputation management aims to build, enhance, protect, and restore the Aboitiz reputation, which is a key enabler for achieving the Group's mission to create long-term value for all our stakeholders. Moving from CSR 1.0 to 2.0, which involve projects that are more sustainable helps in this reputation building efforts.
- In 2014, a reputation survey showed 96% of all stakeholders view the Aboitiz reputation positively, with CSR rated as highest among all dimensions. The Group needs to sustain these ratings and improve in areas identified in the study through information, education and engagement campaigns.

### Stakeholder Engagement: Theory & Practice

**Archie Inlong**, an experienced communication coach, media trainer, and brand strategist, talked about knowing the true stakeholders from mere players. A stake is a direct interest that entails a real or potential benefit (or loss) and a real or potentially beneficial or damaging effect.

#### TAKEAWAYS:

- Prioritize the real stakeholders to whom your brand matters, those who win when you win and have high interest and high power. The rest can be classified as mere players while media is not a stakeholder but, at best, are spectators or storytellers.



**RANKING THE GLOBAL BRANDS.** Interbrand's Robert Allen explains the methodology behind the Best Global Green Brands study, which measured environmental perception vs. actual environmental performance of 100 global brands. (Right) UnionBank's Executive Vice President Genju Lapez shares about stakeholder relations from the bank's perspective.

# Corporate Center

- Stakeholder relations management is building, nurturing, and leveraging goodwill for a mutually beneficial purpose. Overall, sincerity and communicating from the heart builds authenticity for a brand.
- A brand is a semi-permanent picture that is both mental and emotional that is created and reinforced by experience. This can be either be accidental or deliberate, depending on what people expect or actually experience at each encounter with the brand.

## Best Practices from AboitizPower

**Ria Calleja**, AboitizPower AVP for Corporate Branding & Communication, put great emphasis on the process of human communications in seeking to build, enhance, and protect relationships. Likewise, the goal of relationship building with stakeholders is to advance from “I know you” stage to “I defend you”.

### TAKEAWAYS:

- The 5 goals of effective stakeholder communication plan are Provide Information, Conversion, Mobilization, Protection, and Recognition.
- Among tools in stakeholder communications, interpersonal communication has proven to be the most effective followed by group communication through special events, briefing, dialogues, and consultation, and, finally, mass communication or the use of tri-media and social media.
- Have a ratings system in place as guide in measuring the Capability Maturity or effectiveness of your communication tools.

## Greening the Supply Chain: Best Practice from the World's Largest Food Company

**Jess Reyes**, Nestle VP for Corporate Affairs, talked about how Nestle's award-winning Greening the Supply Chain (GSC) program engaged over 200 business partners, e.g., suppliers, co-manufacturers, distribution center operators and transport providers and raise their level of commitment to environmental protection and improve their environmental performance.



**STAKE AND INFLUENCE.** Stakeholder engagement expert Archie Inlong shares the values of knowing who win when you win and who are just mere players.

### TAKEAWAYS:

- Obtaining top-level commitment is a fundamental requirement for a sustainability initiative to succeed.
- Before proceeding with a specific campaign, first conduct initial environmental reviews to identify key factors to be addressed
- It is important to recognize business partners who have demonstrated not only compliance but commitment to sustainability guidelines.

## Best Global Green Brands 2014: What Does It Take to be a Global Green Brand?

**Robert Allen**, Interbrand Director of Brand Strategy, discussed the results of Interbrand's Best Global Green Brands and provided analysis on what is factored in to the rankings while providing great insight on the disconnect between what companies do and how they are perceived.

### TAKEAWAYS:

- Much like how the Aboitiz Group is working towards CSR 2.0, 57% of global companies have integrated sustainability into strategic planning.
- Consumers are demanding more and businesses must meet these rising

expectations, where impact is just as important as profits. Corporate Citizenship should be a mandatory consideration of a brand's DNA that we cannot deny.

- “Corporate Citizenship aligned with Business Strategy drives Brand Value.”

## From Local to Global: The Opportunity for Filipino Brands

**Robert Allen** also talked about how Filipino brands can win in the global arena beginning with the ASEAN Economic Community by understanding how the brand is going to be managed across different markets.

### TAKEAWAYS:

- Four key external factors of a strong brand are Authenticity against expectations, Relevance to consumer needs, Differentiation of positioning, and Understanding of distinct qualities. Internal factors are Clarity of values, Commitment, Protection or securing the brand across dimensions, and Responsiveness to the market.
- Brands need to be the central organizing principle of a company and be able to influence all departments. Revisit brand strategy as the business evolves so that it

can be delivered with clarity and consistency across different markets.

- Knowing that the consumer is always local, there are growing demands for local adaptations and customization to local tastes.

## Building a Brand in the Digital Era

**Laurent Goirand**, GroupM Head of Digital, said that digital is now part of everything that surrounds us and requires brands to enrich their understanding of how digital can add value to each part of their ecosystem and help them refining their consumer engagement.

### TAKEAWAYS:

- In building your brand online, start with clear objectives, e.g. "I want to build trust around the Aboitiz name", "I want to be associated with 'environment friendly'", "I need to get visits to my properties", etc.
- Even the best digital frameworks won't deliver if nobody is visiting. Therefore, ensure that you are: 1) Searchable, someone looking for you will be able to find you through efficient SEO or SEM; and 2) Intercept someone not looking for your offers because you may still be relevant to him/her.
- It's not the data but the message. The digital space is an important communication tool for stakeholder engagement.

With key learning from the forum, the Aboitiz Group hopes to strengthen communication of its sustainability mindset of doing well by doing good and overall engagement for its sustainability agenda.

Selected best practice can be used by the teams to help build, enhance, protect and restore the group's reputation, a key enabler in building sustainable stakeholder value. In the words of Aboitiz founder Don Ramon Aboitiz, "The biggest fortune I have is my word and reputation. Money can be lost and can be recovered but once your name and reputation is lost, one's word is worthless and one is truly finished."

## 22 Aboitiz Toastmasters inducted in Taguig

- **The speaking and leadership club gained new members after Aboitiz moved to Manila in 2013**
- **"We felt the need to form a new Toastmasters Club in Taguig to attend to the immediate needs of the new members who are Taguig-based." –Aboitiz Toastmasters Club's Rogie Abala**

Last December, a total of 22 Taguig-based Aboitiz team members signified their interest in developing their public speaking and leadership skills as they took their oath as members of the newly formed Aboitiz Toastmasters Club (ATMC)–Taguig.

"Because of the movement of our Corporate Center from Cebu to Taguig, the ATMC team decided to charter a club in AEV Taguig for the next toastmaster year 2015–2016 that will be composed of Taguig-based team members and team leaders. We felt the need to form a new Toastmasters Club in Taguig to attend to the immediate needs of the new members who are Taguig-based," said Rogie Abala, ATMC–Cebu President.

The new ATMC–Taguig members were formally sworn in last November 26 at Lorenzo's Way, Bonifacio High Street.

"Since the company and the teams are growing, we believe that more and more team members will benefit from joining the club," Abala added.

The original ATMC, formed in 1989, has consistently been cited for its outstanding club performance, being named a President's Distinguished Club for Toastmasters International District 75 from 2000 to 2013.

Last year, ATMC–Cebu members from AEV, AboitizPower Distribution, Pilmico, and AboitizLand organized a Trivia Night and raised P14,000 for the Aboitiz Outreach Program, and organized a career planning event for Banilad Night High School that was attended by 100 4th year graduating students. At present, ATMC–Cebu also supports the Banilad Night High

School English Club in its activities.

According to Abala: "Toastmasters offers a wide spectrum of learning. It enables a member to develop his/her communication and leadership skills. We are looking forward to more members joining us in the club."

### ABOITIZ GROUP TOASTMASTERS CLUBS

**Aboitiz Toastmasters Club–Cebu**  
Rogie Abala – President  
rogie.abala@aboitiz.com  
(032) 411-1888

**Aboitiz Toastmasters Club–Taguig**  
Franz de la Fuente – OIC President  
franz.delafuente@aboitiz.com  
09175348694

**VECO Kaibigan Toastmasters Club**  
Noel S. Modesto – Club President  
noel.modesto@veco.com.ph  
09173033992

**Cebu UnionBank Toastmasters Club**  
Mirfy Enecio – President  
maenecio@unionbankph.com  
(032) 345-4824

**Makati UnionBank Toastmasters Club**  
Mikel Rotaache – Past Area 2 Governor  
mmrotaache@unionbankph.com  
(02) 667-6388

**Metaphil Kauban Toastmasters Club**  
Aquillesa Chan – Immediate Past President / Area 81 Governor  
aquillesa.chan@aboitiz.com  
09173248976

# Corporate Center

## Aboitiz Groupwide Inspired by Passion Team Awards 2014

The Aboitiz Groupwide Inspired by Passion Team Awards 2014 is an opportunity to showcase and recognize teams across the Aboitiz Group who breathe life into our core values through the work they do.

Last year's winners embodied continuous improvement and excellence through projects that showcase the values of integrity, innovation, teamwork and responsibility.



### DRIVEN TO LEAD

#### Niceport (VECO)

Niceport is a digital power meter that has been converted into meter test equipment at minimal cost. It is at par with branded gadgets, showing consistency in its results. It costs only P25,000 per set compared to purchasing an imported meter test equipment which costs about P1.9 million per set. It can easily be fabricated and can be deployed for usage by more testing teams assigned to test revenue meters of existing power or large customers within VECO's franchise area. Not only it is cost-effective, but operational efficiencies are further enhanced with precision, since it is relatively quick to produce instead of waiting for the delivery time of 5-6 months for the more expensive meter test equipment, including its accessories.



### DRIVEN TO EXCEL

#### CPPC-VECO-AP Nominations Interface (AboitizPower)

The CPPC-VECO-AP Nominations Interface is an online portal that enhances the communication system and automates the used-to-be tedious & time consuming process of submitting nominations through fax or e-mail. Also, it has additional features of automatic validation on data input, a sound alarm system and real-time copy of WESM System Messages.



### DRIVEN TO SERVE (CUSTOMER-FOCUSED)

#### Consignment Store (SNAP)

The goal of SNAP Consignment Store (COST) was to reduce delivery lead-time and unnecessary inventory investment exposure and also ensure availability of regular office supplies to employees when they actually need them. Having regular office supplies on-hand through consignment basis did this. SNAP COST opened in July 2013 and has since served the supplies needs of 40 customers/requestors with a total of 264 purchase requests processed in much shorter time.



### DRIVEN TO SERVE (CSR)

#### Rural Electrification Project (VECO)

The Rural Electrification Project, dubbed ER1-94, is a veritable showcase of corporate social responsibility. A funding of P12 million was provided by the Department of Energy on March 2012 for the electrification of the mountainous areas of Naga, a southern city in Cebu which is within VECO's franchise area.

## Email Security Compliance Protocol



**Erramon I. Aboitiz**  
Aboitiz Group President & CEO

*Dear Fellow Team Members,*

You may have noticed that our AEV Service Desk team has been sending IT security-related advisories. These are aimed at implementing security procedures and safeguards to strengthen the integrity of our IT infrastructure and the proprietary information it holds.

THIS IS A VERY SERIOUS MATTER that should not be taken lightly.

Recently, we have been targeted by break-ins into our email system, which resulted into some financial loss and possible leakage of or unauthorized access to proprietary information.

As these tactics become more sophisticated, we need to be more vigilant so we DO NOT FALL victims to these. Take precautions; call IT Service Desk's attention on anything that looks suspicious or unusual, and, most importantly, DO NOT SHARE YOUR PASSWORDS.

Passwords are the first line of defense. The Google Mail 2-Factor Authentication feature IS POLICY and MUST BE FOLLOWED so please make sure you have read and complied with it.

Your company email password should be unique. DO NOT USE THIS SAME PASSWORD FOR OTHER ONLINE SYSTEMS.

More tips to strengthen password security, break-in notifications, and other advisories will be continuously sent out by our IT team. PLEASE FOLLOW AND IMPLEMENT WHAT IS BEING SUGGESTED.

We are counting on all of you to make sure we protect the security of our IT systems and the information that reside in it.

Let me reiterate that THIS IS A SERIOUS MATTER.

Thank you for your cooperation.

## Energy Conservation

As we are all aware, our country faces tightness or even a possible power shortage this summer. There is an urgent need for each one of us to be more mindful of our consumption of electricity. Saving energy at this time is and must be everyone's responsibility.

With Aboitiz as a major player in the power sector, I believe it is incumbent on us to lead in this effort and be an example in conserving energy during this time of tightness.

Energy conservation is at the heart of our Group-wide "Race to Reduce" program, which aims to reduce our consumption of water, electricity and paper. We are committed to help promote the Aboitiz sustainability mindset in all our business units.

The following are some simple and easy ways to save energy that we can all practice at home and in our workplace. >>



In the office, airconditioning should only be used when we are inside our offices and meeting rooms. Switch off lights when not in use.



Use energy-saving bulbs and LED lights; they not only save electricity but also last longer.



Set the temperature of your airconditioner to 25 degrees Celsius. At night, set it on timer mode so it does not have to run the whole night while you are sleeping. Better yet, use the fan more than the airconditioner.



Do not keep your TV on if you are not watching it.



Unplug appliances when not in use. Many appliances keep consuming electricity even if switched off.



Do your laundry and ironing in batches, optimizing your washing machine capacity and avoiding the heating and cooling of your iron.



Set your computers to automatically switch to hibernate mode during periods of inactivity of at least 30 minutes.



Schedule activities that consume electricity to off peak hours of the day; this helps reduce consumption when supply is tightest.

Hand in hand with the Interruptible Load Program which we lobbied very hard for, collectively we can all make a big difference in helping ease our nation's power deficit. Let us all therefore do our share.

Thank you for your usual support and cooperation.

**Erramon I. Aboitiz**  
Chief Executive Officer

# Corporate Center

## Aboitiz kicks off Groupwide Sportsfest 2015

- TMs warmed up to a lively Zumba session and a series of “Minute to Win It” games at the UMak
- “It’s nice to see fellow team members from different business units all gathered together to celebrate friendship and camaraderie as one Aboitiz Group.”–EIA

The Aboitiz Group officially commenced this year’s Groupwide Sportsfest at a fun-filled and energetic opening ceremony held at the University of Makati last March 7.

“It’s nice to see fellow team members from different business units all gathered together to celebrate friendship and camaraderie as one Aboitiz Group,” Erramon I. Aboitiz (EIA), Aboitiz Equity Ventures, Inc. President and Chief

Executive Officer, told the event participants.

“I wish all the teams the best of luck in all the events, and I expect to see the same enthusiasm, energy and drive that fuels the Aboitiz Group to continue to Lead, to Excel and to Serve all throughout the duration of this Sportsfest,” he added.

After EIA delivered his opening remarks, Manny Rubio, AboitizPower Generation

Executive Vice President and Chief Operating Officer administered the oath of sportsmanship. Team members then warmed up to a lively Zumba session, followed by a series of “Minute to Win It” games.

Capping the day’s event were the awarding of the games’ winners, as well as this year’s Mr. and Ms. Sportsfest (SN Aboitiz Power’s Carl Gregory Torres and AEV’s Jana Pedro, respectively).



# The Aboitiz Honor Roll



**aboitiz**  
Equity Ventures

## Corporate Governance Asia 2nd Asian Company Secretary of the Year

- Asian Company Secretary of the Year Award (Jasmine Oporto, AEV Corporate Secretary)

**AboitizPower**  
A Better Future

## APRI

### SHAPES-DOE 10th Energy Safety and Health Conference

- One Million Man Hours Of No-Lost Time Incidents (APRI MakBan and Tiwi Geothermal Power Plants)
- Outstanding Safety Professional Awards (EHS Manager Ronald Ambrocio, Safety Supervisor Dennis Azarcon, Safety Specialist Walfredo Mariano, Safety Technician Leo Eranzo, Nurse Felician Barlizo)

## Pagbilao Energy

### 8th Annual Alpha Southeast Asia Deal & Solution Awards 2014

- Best Project Finance Deal Of The Year In Southeast Asia (Pagbilao Energy's P33.3-billion Lending Facility)

**SN|ABOITIZ**  
POWER GROUP

## SNAP-Benguet

### DENR Track 1 Philippine Environment Partnership Program

- Official Seal of Approval (Ambuklao and Binga Hydroelectric Plants)

## SNAP-Magat

### SHAPES-DOE 10th Energy Safety and Health Conference

- One Million Man Hours Of No-Lost Time Incidents (SNAP-Magat Hydroelectric Power Plant)
- Outstanding Safety Professional Awards (Safety, Health, Environment and Security Senior Specialist Cesar Vicente and Safety, Health, Environment, Security and Quality Manager Eliseo Ingles)

## STEAG Power

### SHAPES-DOE 10th Energy Safety and Health Conference

- One Million Man Hours Of No-Lost Time Incidents (STEAG Power Coal-fired Power Plant)
- Outstanding Safety Professional Awards (State EHS Manager Francisco Libao)



## AboitizPower ManCon 2015

By Endika M. Aboitiz, Jr.

# Gearing for Growth

Good afternoon ladies and gentlemen.

Let us thank the organizers, especially those behind the scenes, the presenters, and all for coming.

Involvement drives commitment!!!

The deeper our understanding of our business at all levels, the more engaged we all are.

We are at the cusp of real and material growth.

As we do that, we will continue to squeeze more juice out of our existing oranges.

Thirty years ago, we knew we had a large, uncut, rough diamond of many carats in our hands in this enterprise called Aboitiz. Today, we are increasingly seeing the polished gem.

A gem that an engaged management team is continuing to cut and polish.

A gem that an active governance-oriented board is out to protect as it grows.

### 1. Montxu's Opening

Gearing for growth as the 2015 theme.

Should we ask if the theme for 2016 would be geared for growth? Then see it as both—in some areas geared, and in others gearing.

We are definitely in the middle of the ocean in an icebreaker headed for the Arctic stressing the need for growth, engagement, execution excellence, and talent.

This cannot be repeated enough.

The overview of the power industry from EPIRA to Open Access and how we, while

calculating risks, always stayed in front of an evolving government power privatization policy.

Magat – the springboard that gave us size for a story that brought us the war chest we needed through an IPO.

The start of the transformation from being a power distribution company to a power generation company.

### Open Access – the Holy Grail.

The decision to maximize the two ends of the power value chain – generation and distribution.

### From 111 MW to 2,000 MW.

A fifth of the capacity to serve 100 million people that the Pope correctly says are breeding like rabbits. New customers—let's up the breeding and keep the praying to Sunday as it is bad for business and is in the way of our vision.

Competition – what do we need to beat that? Talent!!!

You hear it throughout the entire presentation.

Risk – strategically, we are contracted.

Minimizing risk, which will deliver better long-term results.

Aboitiz has always been about the right long-term decisions—about thinking forward into the deep future.

As we built our generation business, we were not distracted from squeezing more juice out of our distribution orange.

We are definitely connecting the dots into one line—the gentailer (generator-retailer) line.

Now we are lengthening and thickening that line. A line that today is worth P300 billion and if we only follow Philippine GDP growth, this line will be worth P600 billion in seven years. Is it geared or gearing? Or both? That I leave with you again.

The overview of the potential utility model, its threats, and its opportunities – a peek into the future as it could be.

A broad international strategy.

### Montxu's close – responsibility

We serve the public at large. Our name matters. We take this very seriously as it is our most important asset. It is a name that we pass on to our children and to their children. In the fullness of time that name is defined by how we handle our responsibilities.

### 2. ARM

Your neck is not on the line.

It's your head. The head that women know men think with.

Organization

Structure drives behavior.

The division of the CEO and COO role.

We cannot stress this more.

Transition – smooth transition.

That is our uniqueness. We do this well.

People that we can learn from.

To this, may I add people who charge their own batteries? We are short of two resources – time and energy. We cannot use our energy

# Power

to motivate people, because motivation requires peaking power and it's too precious. We need people that produce their own peaking power.

ARM discussed AP Generation and Distribution strategies

Solid stuff

We must take ownership for our output.

Execution excellence.

As manager – at the end of the day we are judged by results. That is how we enhance principal within principles—our principles.

Agile – this is about remaining evergreen.

Remaining evergreen is about dynamism.

How do we adapt to change?

Tony is right about a big task ahead. It is surely a large task; but it is a large task that is being tackled by yet better and better people, and better and better systems. You see both complexity (many moving parts), and complicatedness. While difficult to understand, they are mitigated by intelligence and competence. We need to grow the latter two at a rate faster than complexity and complicatedness. Difficulty is without doubt relative.

### 3. Dmi Lozano

25% revenue growth to P100 billion

28% EBITDA growth

How to continue?

It's serious money enabling us to do serious things

Banks – we have a strong relationship because we are transparent. Nothing builds trust like clarity.

P100 billion in financing. Another P100 billion to go. The resources are there. P200 billion in debt and still staying within our debt/equity ranges. That's prudence and balance.

Controls – about squeezing more juice from the same orange.

You say the excess cash we have. Well, rich makes stupid, and real rich makes real stupid – the mitigator: discipline.

Now Gabby and the wailing wall. I always suspected him of Semitic roots. Now looking at him, if we grew his hair in both quantity and length--grow the beard and we have St. James.

Finances' evolving role

From reactive to proactive

From scorekeeper to partner. A commentator that helps tell the real story; helps all understand what is really happening.

Dmi showed his plans of how to be a better and better partner. Your job is to hold him to task. You see our best people want to be held to task. The very best enjoy being held to task.

In talent management, it is the system of a meritocracy—it cleans out those that don't like being held to task.

Thank God Dmi held the award slide to one page.

Every father thinks his daughter is the

prettiest; but there are monsters out there.

Now the last slide – “contact us.” That is about attitude. You see we are made up by all our talents and qualities, and they all add up. All about attitude. Attitude is a multiplier – either times two or times.

### 4. Donald Lane

You saw a view of what was done in 2014 and more importantly, what is to be done in 2015, including challenges and risks.

We are becoming a coal-generation company – TSI, TVI, RP Energy, Pag 3, etc. A coal-generation company that realizes that it is right to do coal today; but that we need to expand our renewable capacity.

These creatures called children that are running around this Mind Museum don't like coal. It is the only realistic alternative today; but that does not change the fact that coal is black.

How to balance coal with our reputation is a reputation and governance issue that we will keep in the forefront.

Staying ahead – we have managed to stay ahead of the government's evolving policy and I am sure we will continue to do so with the best possible technology for coal, CFB today and supercritical tomorrow. Build coal domes when others do not. Perhaps LNG?

Donald stressed new players. More competition local and international. Margin squeezes that come from the mispriced cost of



# Power

money that misplaces decisions.

You see the focus on building competence to both build and operate while keeping our housekeeping up to date.

The video. For Power people, seeing that drone facilitated movie is like watching Whitney Houston singing – “I Will Always Love You”. You will need to forgive them – they are sick. But we need this obsession as it comes with competence and focus.

## 5. Luis Miguel Aboitiz

Sell new capacity – TVI, TSI, Pagbilao, hydros  
Develop new markets – IMEM. Ancillary. Open Access retail.

And do it ahead with tight contracts and customer stickiness through education.

In his 2014 update, you see complexity that will be mitigated through better talent.

You saw demand clearing growing at an odd 5%. Every year that 5% is of a larger number. Every the time that snowball turns, it picks up more MW.

We see over-supply starting in 2016 in Mindanao and spreading towards the entire market.

Assuming more delays, I think that we need to get good at forecasting delays. Delays are like miracles—they happen so if you don’t believe in them, you are not a realist.

Excess power will drive economic growth and it will confirm the success of privatization and cement government reverse-privatization—our single, most serious economic risk—into the tomb of stupidity.

You saw grid limits – we are okay.

TSI will be a showcase for our customers—it’s living proof that we can deliver new capacity built by us. We are at the forefront here.

Miguel ended with the many improvements that are preparing us for more competition:

1. Contract renewals
2. Weather stations to develop LGU relationships
3. Better forecasting

4. Contract enhancement, et.al.

## 6. Cholo Bernad

Of the top 10 risks – three are directly regulation—EPIRA, litigation, and policy... 8 of 10 involved the regulatory team.

Much of the volatility in policy and regulation is politically driven. Rising expectations of society drive political decisions. Part of which is government diverting attention away from its own shortcomings.

Now the success of Mindanao power development will result in a power glut. That is the best case for the success of privatization.

Into the future – many moving parts. More regulation from increasing pro-consumer regulation and into more and more divine intervention. Retroactive as they please – one side.

On the other, the NGCP monopsony.

Cholo forgot to mention the target date for the emergency powers to be signed: July 1. A month after the shortage is over. And then they will claim emergency powers for having solved the problem. And if it rains a little, it will be thanks to the relationship between Malacañang and the Holy See.

### The future:

Protect our revenue base

Open new markets

- Open Access
- Mindanao
- ancillary

Chamberlain:

“There are no permanent allies,  
There are only changing interests.”

## 7. Manny Rubio

Be the low-cost provider

At world-class standards.

Where I read it, I don’t remember.

If you are world-class, you are behind.

Manny showed our mix. We are a mini NPC.  
Now availability 92.7%. That is a sandbagged

target. Of course they reach. My reward from my wine cellar for 92.7% is vinegar. Now 92.2%, that is worth a great burgundy.

Stressing safety – this cannot be overstressed.

Because it is right and because it is smart.

A business that does not hurt anyone.

So simple. So powerful.

Leveraging the team to mitigate contingencies and building a team that is good enough to manage moving targets.

Asset management – we will have many hundred billions of pesos of assets – there has to be more juice to be squeezed from these oranges. As you see in many initiatives.

Talent in AP Gen – the distance from the curve narrows by the day. We see (groupwide) better and better people coming in.

## 8. Jimmy Aboitiz

A new hat – LiMA Land

A small hat, but that is how all things start.

Four energy zones and a growing brand

Our distribution theme – “of choice”

Coop of choice

Ecozone of choice

Neighbor of choice Employer of choice

Industrial growth to 61 % – an interesting microeconomic signal.

We see PBR success – that tree has been picked.

Systems losses – from 8.9% to 7.1% – staying ahead of expected regulatory change.

SAIFI and SAIDI – not only better in our world, but in upper echelons worldwide – with, however, some ways to improve. Part of the strategy is making sure we have quality supply – and Jimmy showed our contracting outlook.

Jimmy mentioned social media – we all know where this is headed and how important it is to stay in front of this animal.

For 2015 – some striking highlights

VECO started and will continue.

Davao Light going underground,

Staying ahead of a re-urbanization movement.

Tommy--give him the power in February.

## Project Forward in full force to achieve 1AP

- **Project Forward plays an important role in achieving the vision of 1AP**
- **It will focus on three major areas: Management Control System and Processes, Organizational Structure, and Organizational Behavior.**

AboitizPower's Project Forward officially kicked off last February 5, starting the 50-week improvement program with Renoir Consulting following the company's business review and organization analysis last year.

A task force consisting of team members was formed to work closely with key team leaders and Renoir consultants on mitigating identified organizational risks by developing and implementing system elements to improve AP's existing processes, systems, controls, structures, and their linkages to AEV and Business Units.

Project Forward will focus on three major areas: Management Control System and Processes, Organizational Structure, and Organizational Behavior. Three work streams namely, Revenue Management Action Team (MAT), Support MAT, and Organization Structure and Behavior MAT will manage these areas.

Project Forward aims to equip the organization to be ready for growth. The success measure of the project will be based on behavioral results (behavior changes and behavioral audit scores) of these key improvement areas.

The 1AP campaign was launched last year by

President and Chief Operating Officer Antonio R. Moraza, with the goal of creating a well-designed, agile and integrated organization that is responsive to current and future needs, and is ably manned by competent professionals with a relatively decent bench.

Project Forward plays an important role in achieving the vision of 1AP, as it will provide the backbone for the organization's system elements, that involve Generation, Distribution, and AEV, to see areas that can be improved, and to aid the organization in moving toward excellence as 1AP.

“ I am extremely pleased with the talents we have in the AboitizPower Group. My job is to make sense of these tools – org structure, systems, and processes – and to make these talents exceptional.

--ARM



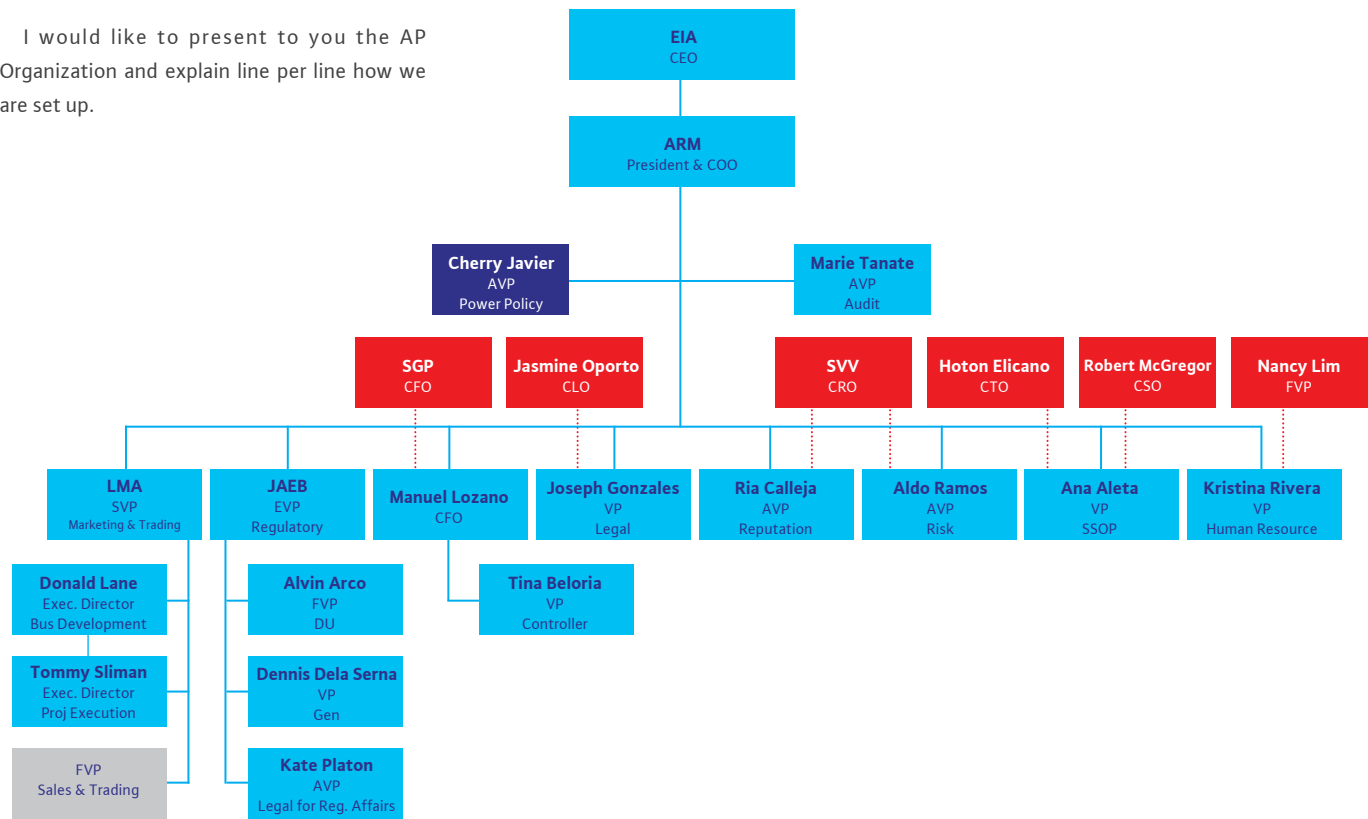
**MOVING FORWARD WITH 1AP.** Renoir Consultant Bill Pantón introduces the official name of the 50-week improvement program, Project Forward.



## AboitizPower Organization

Dear Fellow Team Members,

I would like to present to you the AP Organization and explain line per line how we are set up.



**Montxu** is AP's CEO. His primary role is to take us into the future. He will strategize, set vision and values, corporate directions, and performance parameters. Treasury and Tax will report directly to him.

As President and COO, my role is to support him by making sure that our Organization is

ready to execute.

**Cherry Javier** is helping me, concurrent with her role as AVP for Power Policy under Regulatory. **Marie Tanate** will be the Audit Head for AP and AEV.

Next, you see dotted lines to AEV to make sure we are aligned in key Corporate Support

Areas that will be headed by the following:

**Dmi** is AP CFO.

With the increasing complexity of AP, we needed a person to focus on Legal, which **Joseph** will handle.

Corollary to this, we also need focus on the areas of Reputation, Strategy & Systems, and HR,

# Power

which will be handled by **Ria, Ana, and Cindy**, respectively. In particular, **Ana Aleta** will handle Strategy, Systems, & Organization Performance

I have asked **Aldo** to help us in Risk while we are looking for a person to focus full time.

Sales and Trading will continue to report to Miguel. In addition, **Miguel** will also head Business Development.

**Donald Lane** will directly report to Miguel as the new Head of Business Development. Project Execution, led by **Tommy Sliman**, will be reintegrated into Business Development as we feel that Project Identification and Execution are closely interconnected. With this, Tommy will now be reporting to Donald.

We are still looking for a replacement for the FVP position for Trading & Marketing.

**Cholo** will continue to handle Regulatory, supported by Alvin, Dennis, and Kate.

**Tina Beloria** is reporting to Dmi. She will be the Controller of Trading & Marketing, Business

Development, Project Execution, Regulatory, and the Corporate Support Teams.

On the Operations Side, we have **Manny** and **Jim** heading the Gen and DU groups, respectively.

We have two executives – newly hired **Marco Carlos** for Safety/Health/Environment and Quality; and **Kenton** for Asset Management – who will be reporting to Manny Rubio but I have asked them to extend their scope and look at aligning and standardizing the group for these disciplines.

**Liza Montelibano** will remain the CFO for Gen.

Then you have the COOs of the Gen BUs – **Rene, Jovy, Benjie** and incoming APRI President, **Lino Bernardo**. He steps in for **Mike Pierce** whose contract with APRI has ended.

SNAP's President/COO position is vacant and we are actively looking for talent for this position. In the meantime, **Eleanor Blomdahl** is OIC of SNAP.

Under Jim are the DU support teams composed of **Chona, Raul, Bien, Clovis, Sye**, and Bobong, plus the COOs of our utilities – Basti, Art, Dante, and Rodger.

Dante will also head the DU's Business Development efforts.

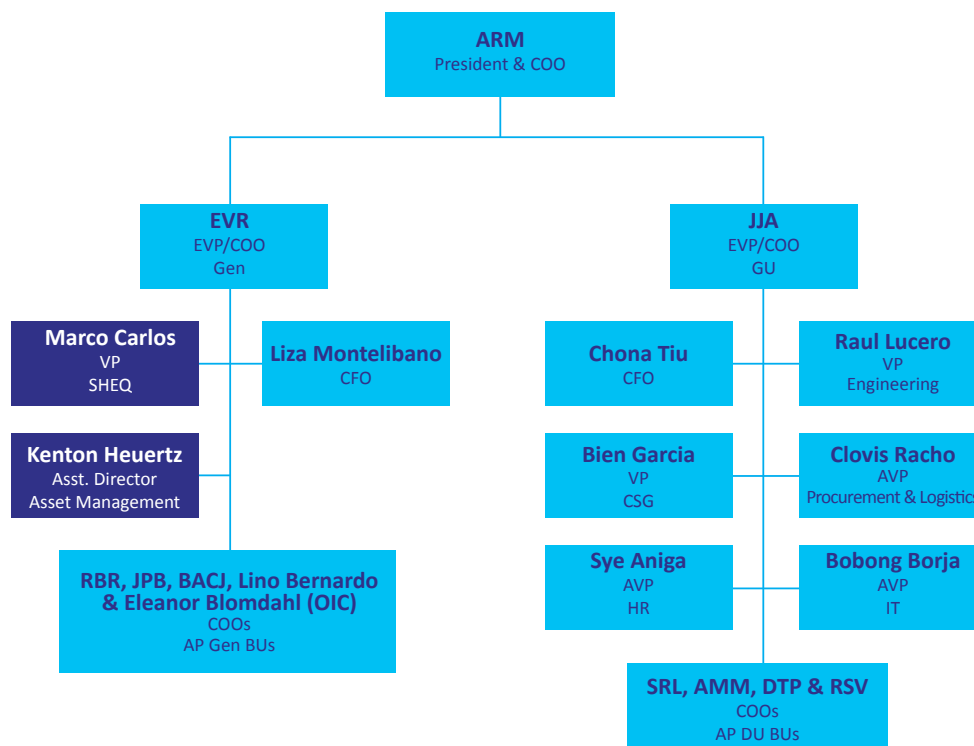
With the help of these leaders, I will strive to deliver an integrated and ready-for-growth AboitizPower by the end of 2017.

In order to do that, we need your full support especially on your cooperation and feedback as we transition and adjust to this set-up. We shall likewise share with you key initiatives in succeeding communication.



**Antonio R. Moraza**

President & COO, AboitizPower



# Power – Generation

## AboitizPower Kabisigs create future organization through ‘Inyovation’

- **Inyovation: "innovation" + "inyo" (yours)**
- **Designed to encourage Kabisigs to create better solutions for process improvements, discover effective measures, strategize business growth, and take responsibility to achieve world-class operations.**

Last November 2014, the Inyovation program was formally introduced in a launching event led by AboitizPower Generation COO Manny Rubio at the Corporate Center in Taguig City. Over 100 Team Members (TMs) and Team Leaders from Luzon, Visayas, and Mindanao business units (BUs) were in attendance.

Inyovation, the AboitizPower Generation group's brand for its Quality Improvement Program (QIP), was designed to encourage Kabisigs to create better solutions for process improvements, discover effective measures, strategize business growth, and take responsibility to achieve world-class operations.

It is a play on the words “innovation” and “Inyo”, a Tagalog word that means “yours”. Putting the two together, this program gives innovative and collaborative TMs ownership for the process improvements that they develop.

Likewise, it also aims to establish a structured process to ensure that work outputs are documented and have standardized measures.

With a structure and the right mindset, the Aboitiz core values of Innovation and Teamwork will be easily incorporated in everything that a Kabisig does to strengthen the Aboitiz culture, helping to pave the way for the organization to be an industry leader.

Several project development stages were designed to equip TMs in ensuring a project's successful outcome.

Throughout the program, TMs will gain a deep understanding of project tools, identify a problem, and propose and implement a solution as they work together towards a common goal. Moreover, upon passing the final selection

stage, Inyovation winners also get the chance to compete with other Aboitiz group business units in the group-wide team awards.

The power industry today requires our organization to keep up and be in sync with its ever-growing demands by designing innovative programs that are significant in fulfilling our goals.

With the Inyovation program in place across the Power Generation group, more BUs are expected to follow suit by showcasing their expertise and giving them a chance at winning in the Aboitiz Group team awards while supporting the organization in its pursuit to achieve world-class operations.



**INYOINATION INAUGURATED.** AboitizPower Generation TMs and TLs celebrate the launch of Inyovation, a Buklod-Kabisig Program.

# Power – Generation

## Hedcor's 14-MW Sabangan hydro 80% complete as of end-2014

- Major civil works are nearing conclusion, while amenities are being constructed by 250 professional and skilled locals
- About 90 contracts amounting to P66 million were awarded to locals in infra projects, civil works, and forest management projects

The 14-MW Sabangan hydropower plant of Hedcor in Barangay Napua and Namatec in Sabangan, Mountain Province sees completion this year with construction progress pegged at 80% as of end-2014.

Sabangan town will be the newest partner of Hedcor in generating clean and renewable energy as the hydropower plant goes online.

Major civil works at the weir site in Barangay Napua nears conclusion. Currently, amenities are being constructed in the area. The three-kilometer tunnel that will convey water to the powerhouse located in Barangay Namatec is undergoing reinforced concreting.

Roofing of the powerhouse has already commenced upon placement of the foundations. The powerhouse will be housing two Pelton turbines responsible for harnessing the natural force of the water.

Throughout the stretch of construction, about 90 contracts amounting to P66 million were awarded to locals. These contracts are



**NEARLY THERE.** The 14-MW Sabangan hydro electric power plant of Hedcor, already 80% complete as of end-2014, will generate renewable energy when it goes online.

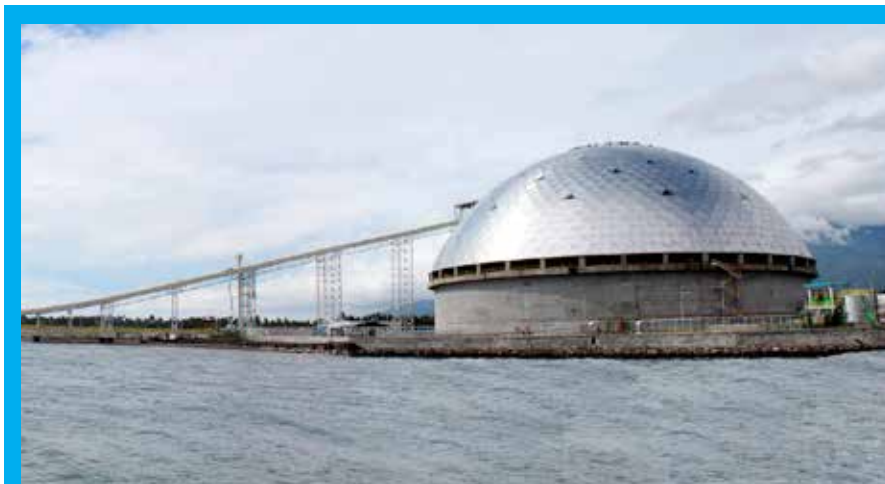
comprised of infra projects, civil works, and forest management projects.

Currently, about 250 professional and skilled locals are working on the project.

Works are now focused on the transportation and installation of electromechanical equipment to the site. The transformers for the substation

arrived last November are now being installed.

The hydropower plant has been running 18 months now from its June 2013 groundbreaking. Once operational, the host communities, municipality, and the province will acquire about 16 million annual shares from the hydropower plant.



**IN SYNC WITH THE MINDANAO GRID.** TSI's 300-MW baseload plant in Davao, now nearing completion, was recently synchronized with the Mindanao grid. This means it will soon be ready to supply much-needed power to Mindanao.



**SAFETY OLYMPICS CHAMPION.** For the 4th year of Benguet Day Safety Olympics, Hedcor emerged as the champion of the one-day safety activity. This is the second time Hedcor took home the championship of the yearly event in celebration of the Adivay Festival.

# Power – Distribution

## Davao Light implements Feed-In Tariff Allowance

- **FIT-All is a separate line item imposed by DUs to all on-grid consumers**
- **FIT-All will result into P8.12 charge (for residential customers with 200 kWh monthly consumption)**

Starting last February, Davao Light & Power Co., Inc. has begun billing its customers the Feed-In Tariff Allowance (FIT-All).

The implementation of the FIT-All is pursuant to Republic Act No. 9513, or the Renewable Energy Act of 2008 (RE Law), which was established to promote the development, utilization, and commercialization of Renewable Energy Resources.

Last October 2014, the Energy Regulatory

Commission (ERC) provisionally approved an application of the National Transmission Corporation (TRANSCO)—as fund administrator of the FIT-All—to collect a P0.0406 per kilowatt-hour (kWh) tariff.

Similar to the Universal Charge, the FIT-All is imposed on all On-Grid electricity consumers supplied with electricity through the distribution or transmission network. The same order from ERC directs all electric distribution

utilities, including Davao Light, to effect the implementation of the FIT-All as a separate line item in the customers' bills and remit the same in accordance with the guidelines.

The impact of the FIT-All to a residential customer whose consumption is 200 kWh per month is P8.12 monthly. As mandated, the said charge is shown as a separate line item in the bill, particularly after Universal Charge.

## Davao Light honors ILP participants and contractors

On two separate but memorable occasions, Davao Light & Power Co. recently thanked two of its business partners—firms that participated in the Interruptible Load Program (ILP), as well as the company's contractors.

Last November 18, an Appreciation Night was held at the Marco Polo Hotel in honor of participating ILP companies. This was Davao Light's way of giving recognition to those companies who voluntarily used their generating sets instead of drawing power from Davao Light during the Mindanao power crisis in 2010 and early this year. It was also an opportunity for the community to recognize the unselfish effort that these companies afforded.

"Truly, we are grateful of the support and cooperation these companies have given us especially during the Mindanao power crisis we experienced early this year and in 2010. We were able to mitigate the impact of the rotating power outages because of the ILP and most of all to its participating companies," said Arturo Milan, Davao Light Executive Vice President and Chief Operating Officer.

The next day, Davao Light's Retail Services

Group (RSG) held the 2014 Contractors Night at the Grand Men Seng Hotel. Now on its 3rd year, the Contractors Night is an avenue for Davao Light to give recognition to its business partners, the contractors, for their valuable contribution to the success of the company.

Arnold Arsolon, Assistant Vice President and Customer Services Group Head, showed his gratitude to all RSG contractors for their exemplary performance for the year 2014. He even encouraged them to do more come 2015

because he is planning to increase the monetary reward. The supervisors of the CSG group also presented the performance rating of all contractors and their corresponding monetary equivalent. All were given the chance to get as much as P30,000.

One of the highlights of the Western-themed evening was the presence of Milan, who gave an inspirational message to all and wished everyone the best for Christmas.



**PARTNERS FOR A BETTER FUTURE.** At Davao Light's Contractors Night, the company recognized its business partners for their contribution to the company's success in the past year.

# Power – Distribution

## New year, new life for the indigenous people of Brgy. Gumitan, Marilog District

- **30 units of deep-cycle batteries and 90 LED bulbs were distributed to families in Brgy. Gumitan, Marilog**
- **“The far distance and the tiresome travel were never a hindrance for us to continue the project because we know how important this is to the community.”–Davao Light's Daniel Cabigon**

Electricity is so much a part of our daily lives that one or two hours of no service is not at all convenient. Though it may sound unimaginable, there are still a few communities that live each passing day without it.

One of these are the indigenous peoples, mostly of the Matigsalog Tribe, in Barangay Gumitan, Marilog District, Davao City. Barangay Gumitan belongs to an off-grid area, which is around 78 kilometers (km) away from the city proper. The nearest power line is still 30 km. away.

Last December 27 was a very remarkable event for them, when Davao Light and Power Co., Inc. formally turned over a solar charging station initially benefiting 30 households residing in the area. This community was identified with the help of the Davao City local government unit.

After a four-hour trip from downtown and a two-hour arduous trek, the Davao Light team composed of Fermin Edillon, Community Relations Manager, Sherilyn Puno, and Daniel Cabigon, Streetlights and Pole Utilities Department (SPUD) Manager with team members Rolando Recto and Jonel Padillo reached Barangay Gumitan. With them were 30 units of deep-cycle batteries and 90 LED bulbs that were given to each household beneficiary.

On the day of the turnover, residents excitedly switched on their light bulbs and were overwhelmed to see the new facilities.

“The far distance and the tiresome travel were never a hindrance for us to continue the project because we know how important this is to the community. It is our pleasure to be Davao Light's instrument to bring blessing to

the Lumads in Brgy. Gumitan,” said Cabigon who, together with his SPUD team, worked hard to realize this project.

Meanwhile, Davao Light also partnered with Mindanawon of the Ateneo de Davao University, a Lumad-focused group, in organizing the

women's group called the Gumitan Women Farmer Development Association. The latter group will be in charge of the day-to-day operations of the solar charging station. Related training will follow to help them sustain the operations, including technical assistance.



**NEW YEAR, NEW LIFE.** The Davao Light team composed of SPUD Inspector Rolando Recto, Community Relations Manager Fermin Edillon, SPUD Manager Daniel Cabigon, and Inspector Jonel Padillo were present during the turnover of deep-cycle batteries and LED bulbs as part of the solar charging station donation from Davao Light. Members of the Matigsalog Tribe in Brgy. Gumitan with Captain Fernando Banayao received these donations.

# Power – Distribution

## Davao Light hails 2014 Elektrisyan ng Bayan

- **DAPREA's Nicasio Oblianda wins Davao Light's Search for Elektrisyan ng Bayan**
- **“Electricians play a very important role in our business as they play a part in giving our customers access to electricity service.” –Davao Light's Arnold Arsolon**

“Electricians play a very important role in our business as they play a part in giving our customers access to electricity service.” This is what Arnold Arsolon, Davao Light Assistant Vice President and Retail Services Group Head said in his welcome speech during the annual Elektrisyan ng Bayan Awarding Ceremony held last December 19 at Tropika Hotel in Davao City.

The Search for the Elektrisyan ng Bayan is an annual event in collaboration with the Aboitiz Foundation. It aims to promote the highest sense of professionalism among electricians and electric engineers who serve Davao Light customers. The program is also intended to upgrade the skills of electricians and keep them abreast of the Electrical Code provisions and Electric Distribution Utility's standards and policies. The purpose of the program is also meant to improve the overall efficiency in Davao Light's service to its customers.

2013 nominee Nicasio Oblianda of DAPREA was last year's Elektrisyan ng Bayan Awardee, beating 29 other electricians. “I am very happy that my hard work paid off with the award that I received. Apart from the cash prize, the pride that I am recognized for the dedication we put into our work is just priceless. I will assure the company that I will continue to serve customers in the best quality of service,” he said.

## Electricity dieting tips from Davao Light



We all know that one really nasty habit we make when we list down our New Year's resolutions—we always “plan” to lose weight. To kick the year off with a good start, we can practice dieting on our power consumption first.

Since the same rules apply, Davao Light has warmed up a work out plan to reduce that electric bill's excess lump.

1. Go natural. Just as organic food would work for your belly, getting a lifestyle drift to the natural side would do your house well. Make use of natural light and the free breeze of Mother Nature when possible. Replace those thick aircon-dependent curtains with translucent materials and open those windows to let the sweet air refresh your home.
2. Skip your midnight vices. No midnight snacks, or in power's case, no appliance should be left plugged. Sleeping does not require the participation of all your light sources. If you're the type who uses the television as a grown-up's lullaby, set its timer or simply turn them off and unplug when your body starts looking for that soft bed.
3. Sacrifice. You know what this means. Get rid of those items that only make matters

worse. If you've got work early the next day, then don't play the staring game with your computer until midnight. Set a doable time limit to your activities that eat up a load of power. Replace your desktop amusement with a good read which may prove to be more productive.

4. Marathons and multitasking. You don't need to register to be a participating athlete and we're not talking about a movie marathon. Household chores and general housecleaning sprints are just as challenging and rewarding. Instead of movie binging, go hyper on multitasking. Don't be idle. Finish tasks earlier than the deadlines and keep moving.
5. Get enough rest. Beauty sleep works not only on brides. Every human body requires an ample amount of R&R. A well-rested person is optimistic, energetic, productive, and significantly less stressed. Mind you, the more time you spend on sleep, the less electronic friends stay up with you.

Going on a diet is only a means to an end. Remember that the ultimate goal is to have a better year than the last. Give this practice a try, and see the results not only on your monthly bills, but also on a holistic level of wellness!



**POWER DIET.** No midnight snacks, or in power's case, no appliance should be left turned on and unplugged. By simply shutting down and unplugging your gadgets and appliances before turning in for the night, you can save on your finances and start the year right.

# Power – Distribution

## EnerZones, NGCP conduct Overcurrent Protection Relay Seminar

- Activity aims to inform engineers of NGCP standards with regards to overcurrent protection relays and adopting NGCP's best practices
- Engineers Rodel Concepcion and Jane Hilomen served as resource speakers.

Subic EnerZone Corporation (SEZ) partnered with the National Grid Corporation of the Philippines (NGCP) in conducting the Overcurrent Protection Relay Seminar at the SEZ Admin Building last October 21 and 22 with the assistance of NGCP's Felicidad Francisco as facilitator, and Engineers Rodel Concepcion and Jane Hilomen as resource speakers.

This activity aims to inform engineers of NGCP standards with regards to overcurrent protection relays and adopting NGCP's best practices while equipping EnerZone technicians/linemen with the basics of protective relaying.

Present during the activity were SEZ team members (TMs) Ryan Griva, Richard Bulaon, Alfred Cerezo, John Ducos, Alvin Dela Cruz,



**RELAY SEMINAR HELD.** EnerZone participants during the seminar with NGCP's resource speaker Ms. Felicidad Francisco, Engr. Rodel Concepcion and Engr. Jane Hilomen

Michael Laguitan, Paulino Morales, Manuel Lacanin, Edgardo Geronimo, and Enrique Aranas; MEZ TM Reymund Villar; BEZ TMs

Dennis Montebon, Jerre Bon Manlangit, and Tito Laspona; and Luzon Hydro TMs Carlo Layug and Alvin Maranan.

## SEZ conducts ILP orientation for customers



**INFORMED ON ILP.** SEZ SVP Dante Pollescas answers some questions of customers during the ILP orientation.

Subic EnerZone Corporation (SEZ) conducted its Interruptible Load Program (ILP) orientation last November 7 at the SEZ Administration Building at the Subic Bay Freeport Zone.

The orientation aimed to inform SEZ customers about the Luzon power situation in 2015 and to present various options to customers to mitigate a potential shortage scenario.

SEZ invited customers with large generator sets embedded in their facilities. Nine out of 17 customers committed to participate in the ILP wherein they will be disconnected from the grid during peak period and emergency situations, and use their own generators.

The activity was facilitated by SEZ Senior Vice President Dante Pollescas, Aboitiz Power Corporation (AP) Energy Sales Area Manager Michael Mendoza, and AP Marketing's Gina Camacho.

# Power – Distribution

## SEZ installs equipment to deter power interruptions

Subic EnerZone Corporation (SEZ) installed Cutout-Mounted Reclosers along Pamulaklakin Trail, Binictican last December 5 in order to eliminate momentary interruptions and permanent outages along the affected line, which is the result when lateral fuses operate in response to transient faults.

This comes as the area is prone to momentary interruptions due to its 10-kilometer cross-country primary line, which traverses mountains, wooded areas, etc.

Present during the installation was the SEZ-TND Group, which was composed of SEZ linemen and SEZ accredited contractors from PSECO.



**NO MORE POWER OUTAGES.** SEZ has installed Cutout-Mounted Reclosers in order to reduce momentary interruptions and permanent outages along the affected line.

## WAM goes online at SEZ

Subic EnerZone Corporation (SEZ) implemented the Utilities Work Asset Management (WAM) System as replacement for Standard Work Management System (SWM) last February 23. The new system provides a variety of capabilities that support work order creation and billing as well as utility asset building, accountability and management.

With the guidance of WAM Project Team led

by their Project Manager, Noel Duban, SEZ's transition to the new system may as well be just a walk in the park.

A simple project launch was conducted at the SEZ Administration Building on the succeeding day, February 24. The program was led by SEZ AVP and General Manager Warell Kern Sario together with the WAM Project Team led by Duban and Rene Sta. Maria. Present at the event

were SEZ employees and WAM Project Team from VECO and Davao Light.

In his message, Ryan Griva, OIC of the EnerZones' Engineering Group, gave an assurance of the smooth transition of the system and challenged the group "that we must move on for our improvement and growth and transcend to a whole new level of challenge from what we once were".



**NEW SYSTEM IN PLACE.** SEZ has implemented the Utilities Work Asset Management system mainly to support work order creation and billing.

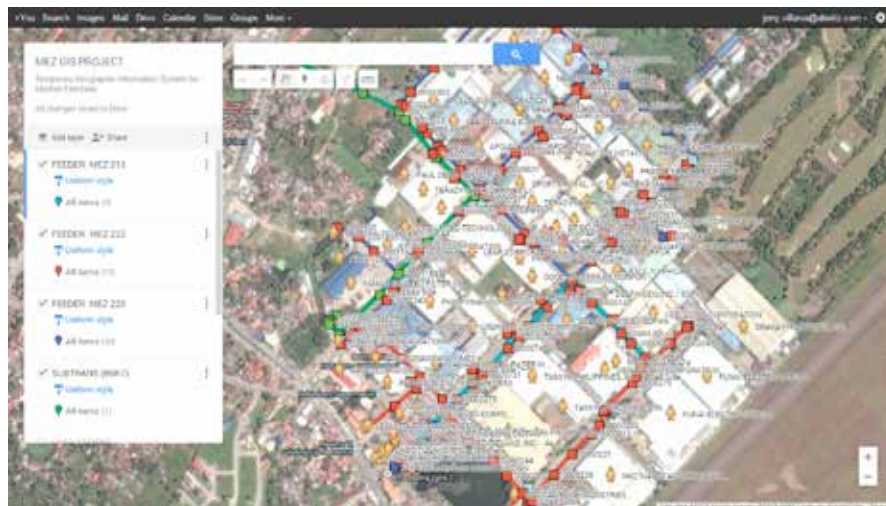
# Power – Distribution

## MEZ Geographic Information System project completed

Mactan EnerZone's (MEZ's) Geographic Information System (GIS) Project, begun last November 9, was finally completed last January 19, despite different hurdles and inevitable circumstances such as typhoon and stacking activities.

The project was started by assigning and repainting 185 MEZ poles with new pole numbers according to AP DU standard. GIS-related information about the poles and locators or customers were then gathered and uploaded to Google Maps. Through Google Maps, anyone who has been given access can now view this information, including actual photos. This information include geographical location of each locator and poles, Locator Account number, Locator meter ID and serial number, pole construction, devices connected to a certain pole, and many others.

This project was made possible through the overwhelming help and support of Davao Light GIS Team composed of Allan Panto, Harvey Mar



**MAPPING PROGRESS.** A screenshot of the temporary MEZ GIS via Google Maps, while Davao Light and MEZ TMs test out the project before its completion.

Panes, and Vic Robert Macias.

MEZ also would like to extend its commendation to internal team members Geno Albeos and John Gener Quintayo, together with contractors Edchiel Gallo and Genaro Macayan,

for doing the job of repainting all the poles with the new pole numbers. Indeed, this astonishing accomplishment could never be done without the teamwork and dedication of these people from Davao Light and MEZ.

## BEZ upgrades Nangka National High School electrical system



**IMPROVED SYSTEM BARED.** BEZ AVP and General Manager delivered a message during the turnover ceremony last Dec. 17, 2014. Present were the Nangka National High School faculty led by Mrs. Susan C. Tribunalo, school principal and Nangka Barangay Officials.

To ensure the worthiness of electrical wiring installations and address the low voltage problem experienced at Nangka National High School, Balamban EnerZone Corporation (BEZ), in cooperation with the Aboitiz Foundation, successfully upgraded the school's power supply and rewired 10 classrooms there.

BEZ General Manager Ben Caro C. Arkoncel, together with school principal Susan C. Tribunalo, led the turnover ceremony of the newly

upgraded electrical power system and the newly rewired classrooms last December 17, 2014.

A 50-meter, 13.8-kilovolt, single-phase lateral line was constructed and a 37.5 kVA distribution transformer dedicated for the school was installed. New feeder conductors of higher capacity were also installed as replacement to the old feeder conductors capable of handling present and future loads.

"We are very thankful to BEZ for your generosity. It's a dream come true for us. We have been longing for this transformer for the proper operation of our computers and other school equipment," Tribunalo said.

## UnionBank celebrates 33 years of Making Da Diff

- **"We are on a journey together to build a bank of enduring greatness and to do this we need to bring to life our purpose as unique individuals, on a deeply personal basis, and as UnionBankers, part of this great enterprise we call UnionBank." –UnionBank's JAO**
- **"Our ability to adapt is what truly makes us innovators." –UnionBank's Vic Valdepeñas**

More. Better. Greater. These were the words that resonated through the halls of UnionBank as the Bank marked its 33rd anniversary last January 20.

The celebration highlighted how UnionBankers have and continue to "Make Da Diff" in their lives, the lives of their clients, and of their communities.

The anniversary theme was U Make Da Diff: 33 Years and Beyond. UnionBank Chairman and Chief Executive Officer Justo A. Ortiz (JAO) congratulated everyone for a job well done, despite the challenges faced in 2014.

"We know in our hearts and in our minds that we can do well by doing good. We understand with profundity that what makes the difference is to make 'DA DIFF'. We are on a journey together to build a bank of enduring greatness and to do this we need to bring to life our purpose as unique individuals, on a deeply personal basis, and as Unionbankers, part of this great enterprise we call UnionBank," JAO said.

UnionBank President & Chief Operating Officer Victor B. Valdepenas (VBV), meanwhile, focused on how the UnionBankers' ability to innovate will propel the company forward into achieving its vision of building a Bank of enduring greatness. He also emphasized that the Bank's human capital is what truly sets it apart from its competition. "Our ability to adapt is what truly makes us innovators," VBV said.

In the yearly awarding of Heroes and Champions, HR Director Michelle Rubio stressed that the UnionBankers' willingness to go beyond the ordinary has truly elevated the lives of their clients and their communities. Five awards were given out, namely: the Smart UnionBanker, the Outstanding Relationship Manager, the Outstanding Cash Solutions Manager, the Top Branches in Operations, and the prestigious



**U MAKE DA DIFF: 33 YEARS AND BEYOND.** UnionBank Chairman & CEO Justo Ortiz and President & COO Victor Valdepenas raise a toast to UnionBank's 33rd anniversary, and to more successes in the years to come.

### Chairman's Awards.

The Smart UnionBanker Award was presented to First Vice President and Trust Officer Robert Ramos for his introduction of the multi-class UITF to the investment industry and for his exemplary work as the President of the Trust Officers Association of the Philippines (TOAP). Another recipient was the Credit Investigation–Eclipse Android Application Team, who developed a mobile application that allowed the team to track the progress of a client's auto loan application, allowing the process to go faster.

The Outstanding Relationship Manager and the Outstanding Cash Solutions Manager Awards were presented to UnionBankers who brought the Bank closer to the clients. In the same vein, the Top Branches in Operations Award was given to the branches that exhibited unparalleled excellence in customer service.

Lastly, the Chairman's Award was given to the

UnionBank–SSS Equity Payment and Collection Team whose innovation brought automated SSS' stock trading activities. The freedom given to SSS clients is truly infinite.

UnionBank Service Awardees who have rendered 5, 10, 15, 20, 25, 30, and 35 years of service were also honored.

### UnionBank at 33: The Cebu and Davao Editions

Meanwhile, festivities were likewise held at the Marco Polo Hotel for the Mindanao leg, and at the Cebu City Sports Club for the Visayas leg. In Davao, Sales Director Jun Castaño emphasized the contribution of every UnionBanker to achieve a Bank of enduring greatness, while in Cebu, First Vice President Jun Andal commended UnionBankers for their dedication to work and encouraged them to do better as the bank moved forward in achieving its vision.

## First-ever UnionBank Mr. & Ms. DNA Ambassadors named

- **UnionBankers Acener Aquino and Eliza Cabrera were named the first-ever Mr. & Ms. DNA Branch Ambassadors**
- **The bank pageant was an part of the team's commitment to foster value-based governance throughout UnionBank**

UnionBank recently crowned its first-ever "Mr. & Ms. DNA Ambassadors"—team members who exemplify the bank's DNA in action.

UnionBankers Acener Aquino of North Luzon Region and Eliza Cabrera of MM South 1 Region bagged the coveted title of Mr. & Ms. DNA Branch Ambassador, respectively, beating 30 other UnionBankers at the Insular Life Building in Makati City last November 22. Assisting the two winners in their duties are the pageant's first runners up, Claire Daculan of Metro Cebu Region and Dave Halili of Quezon City 2 Region.

All pageant contestants were asked to answer two questions regarding the UnionBank DNA—Brand, Values, Purpose, and Vision—from the panel of judges, namely Insular Life President and UnionBank Director Mayo Ongsingco, as well as other UnionBank executives: SEVP Eugene Acevedo, SEVP Edwin Bautista, SVP Joyce Gonzalez, SVP Dennis Matutina, SVP Michelle Rubio, and FVP Rob Ramos.

The pageant was an initiative of UnionBank's C2—One Direction as part of the team's commitment to foster value-based governance throughout UnionBank. The event likewise aims to build a consistent look and feel in the branches, including the alignment of behavior and customer service to the bank's DNA. The branch personnel, as the bank's front liners, were the primary target group of C2—One Direction in 2014.



**AMBASSADORS OF THE NIGHT.** UnionBank's first-ever Mr. & Ms. DNA Ambassadors celebrate their victory last November in Makati City.

## UnionBank Internal Audit Division bags top certification



**AUDIT ACCOLADE.** UnionBank's Internal Audit Division holds the distinction of having passed the country's "audit of audits," that of SGV & Co.'s.

UnionBank's Internal Audit Division (IAD), headed by Vice President Myrna Amahan, has passed the "audit of audits," obtaining prime independent assessor, SGV & Co.'s most coveted rating of "Generally Conforms" in its External Quality Assessment concluded before the year 2014 ended.

In granting this score, SGV scrutinized compliance of IAD's profile, activities, and principles to International Standards for Professional Practice of Internal Auditing.

This achievement reaffirms the division's conformance to global auditing standards and reassures UnionBank of international competence.

## UnionBank RBC Makati Region holds investment briefing

Last February 13, UnionBank Retail Banking Center (RBC) Makati Region, in partnership with Rockwell Land, organized an investment briefing entitled “PH on an Upward Trend”. This event, held at Chef Jessie at the Rockwell Club, was designed to encourage UnionBank’s high-net worth clients to take advantage of the country’s positive economic outlook.

Keynote speaker Robert B. Ramos, UnionBank First Vice President and Head of the Trust and Investment Services Group, discussed his outlook

on the Philippine economy, presenting research data on domestic consumption, the future of the BPO sector, expected infrastructure spending, and general market updates to help the guests get a clearer picture of the current economic outlook. A lively question and answer portion then took place where the clients gamely asked Ramos questions on political factors and effects of the AFTA (ASEAN Free Trade Agreement).

In addition to Ramos, attending the event were UnionBank Senior Vice President Joyce

Gonzalez, Makati Sales Director Pearlie Lontoc, Metro West Sales Director Nicky Lacson, Metro East Sales Director Luis Castañeda, Quezon City Sales Director Adrian Lim, and First Vice President Nino Fajardo.

Given the guests’ positive turnout and succeeding response, it looks like there’s more in store for UnionBank’s clients as the Makati region builds on their desire to help grow their assets through investments guided by UnionBank’s expertise.

## CitySavings 2015 Sales Rally: Sustaining the Momentum

After an exemplary performance last year, City Savings Bank raised the bar higher with the 2015 Sales Rally held last January 23 to 24 at the Radisson Blu Hotel in Cebu City.

The first joint meeting of Sales & Operations team was attended by the Bank’s management team and Regional and Branch Heads nationwide to discuss and present their budget commitments and plans for 2015.

The first day kicked off with the opening remarks from Catalino Abacan, President & Chief Executive Officer who talked about the strategic direction of the Bank for this year. This was followed by corporate updates presented by different group heads namely: Jun Andal, First Vice President & Head of IT & Business Process Management; Riella Guioquio, Vice President for Finance; Ronaldo Tiamzon, Assistant Vice President for IT; Maila Quijano, Acting HR Head; Paula Ruelan, Reputation Management Head; & Iris Dorado, Vice President for Risk Management.

Branch Heads from Cabanatuan, Calamba, Dasmariñas, & Pampanga started the second day when they shared their best practices to capture the Luzon DepEd teacher salary loans market. This was followed by Emmanuel Tandoc, Vice



**RAISING THE BAR, RALLYING THE BANK.** CitySavings’ Sales & Marketing and Reputation Management teams organized the bank’s first-ever Sales Rally following an exemplary sales performance in 2014.

President for Sales & Marketing who discussed the Bank’s marketing strategies. After, Regional Heads presented the result of their joint Sales & Operations workshop along with their commitments to achieve the P2.9-billion net income after tax for this year. Their camaraderie & management skills were then put to test with the “build a tower, build a team” challenge

wherein Region 8 (Eastern Visayas) emerged as victors. Jose Levi Villanueva, Executive Vice President for Channel Management, in his closing remarks, encouraged everyone to sustain the bank’s momentum.

This annual event is a collaborative effort of the Sales & Marketing along with Reputation Management & the rest of the corporate teams.

# Banking

## CitySavings launches new branches in Luzon, Mindanao, and NCR

- **New branches continue to be opened by CitySavings in late 2014 and early 2015**
- **CitySavings now has 67 branches all over the country as of end-February**

City Savings Bank continues to pursue its broad expansion strategy as it recently opened to the public new branches in Luzon and Mindanao, as well as in Metro Manila.

CitySavings ended 2014 with an impressive network of 65 branches. As of end-February this year, the bank's expansion efforts have brought its total portfolio to 67 branches.

### Luzon

In Luzon, CitySavings opened new branches in Calapan City, Mindoro (August 26, 2014); Lemery, Batangas (October 24, 2014); Gumaca, Quezon (November 7, 2014); Sta. Cruz, Laguna (November 27, 2014); Marilao, Bulacan (November 28, 2014); Sorsogon (December 18, 2014); Palawan (January 28, 2015); and Bacoor City, Cavite (February 27, 2015).

"We now have a private sector that caters to the needs of our teachers," shared Quezon 4<sup>th</sup> District Congresswoman Angelina Tan as she welcomed CitySavings to Gumaca.

"We want to get closer to the teachers because it is clear to us the reason for being of CitySavings is the teachers, without them we don't have any right to exist, that is our vision," said Lino S. Abacan, CitySavings President and Chief Operating Officer, during the Laguna branch opening.

"For us in CitySavings, you (teachers) are the unsung heroes, because you are the government's partner in educating the youth on the importance of our Filipino language," Abacan added in Calapan City.

Emmanuel Tandoc, CitySavings Vice President for Sales & Marketing shared in Marilao: "We are continuously improving the process to make it more convenient & easier for you to loan with us. The reason why the teachers are availing our loans because there is a need & we don't want to impose more burden to them."

### Mindanao

CitySavings also strengthened its presence in Mindanao, specifically in Region 12 (SOCCSKSARGEN) with its new General Santos City branch, which opened last December 11.

"The Bank will remain true to its brand promise of Straightforward Banking and tagline of 'Simple is Good,' placing the teacher's convenience top of mind in the delivery of its products and services," said Ryan Bascug, CitySavings Regional Business Head for Mindanao.

### NCR

In addition to its Luzon branches, CitySavings also opened four new branches in Metro Manila last year, specifically in the cities of Marikina (August 28), Taguig (October 23), Las Piñas (November 12), and Navotas (November 13).

"We hope that we would value our public school teachers in the City of Taguig. I do believe that this is a good partnership because in the City of Taguig, we take pride that we take very good care of our educators or teachers," Lani Cayetano, Taguig City Mayor, said.

"We know that the teachers have financial needs and we are here to offer help. We are looking after our public school teachers' welfare as well. We will not succeed without your help. Let us work together to grow the Bank, for our own families and for our nation," Abacan said in Marikina.

## Shaping the financial industry with UnionBank's UITF

UnionBank, through First Vice President and Trust Officer Robert Ramos, has created the Multi-Class Unit Investment Trust Fund (UITF) that is expected to promote operational efficiency in banks and trust institutions.

UITFs are pooled investments of different funds, companies or corporations that are invested in a diversified manner in stocks, bonds, securities, money market and other funds managed by fund experts and fund professionals. Many banks in the country offer UITFs.

Existing UITF regulations allow only for a single fee structure, minimum participation, and minimum holding period and target participants for each UITF. The creation of the multi-class UITF is expected to promote operational efficiency by eliminating the need to create separate UITFs with different fee structures but with the same objectives and strategies -- hence, improving the economies of scale for collective investments.



**SERVING MORE CUSTOMERS NATIONWIDE.** CitySavings recently opened 13 new branches as part of its expansion efforts nationwide.

## MAA and AAL: Recognizing CitySavings' pillars

- **Mikel Aboitiz and Agnes Lacson were honored for making CitySavings one of the key national players in the teacher salary loans market**
- **“Agnes is the heartbeat and mother of the Bank. Mikel on the other hand is a cerebral strategist, challenging views and options, looking for better ways, directing rather than dictating.” –CitySavings’ Eugene Acevedo**

It was a night filled with laughter and love as City Savings Bank celebrated the significant contributions of its two pillars – Mikel Aboitiz (MAA) and Agnes Lacson (AAL), former President and Chief Executive Officer, and Senior Vice President and Chief Operating Officer, respectively, on the eve of the Bank’s 49th year anniversary last January 24 at Radisson Blu Hotel, Cebu City.

Iris Dorado, Vice President for Risk Management sustained the momentum as she gave a brief overview about the celebration. Catalino Abacan, President and Chief Executive Officer, in his welcome message thanked Mikel and Agnes for their noteworthy contributions in making the Bank one of the key national players

in the teacher salary loans market.

A moving tribute video of their moments in the Bank together with messages from the corporate teams and branches took everyone down the memory lane. Riella Guioguio, Vice President for Finance reminisced on her best days working with both.

Jon Ramon Aboitiz, UnionBank Vice Chairman, honored his brother Mikel, Agnes and the whole Abellana family for leading the CitySavings team well and nurturing the Bank since its *pagamay gamay lang* days. He added that CitySavings, a legacy left by his grandfather, Don Ramon, together with Timo Abellana, will always be close to his heart.

“Agnes is the heartbeat and mother of the

Bank. She invested her best years here and led our Luzon expansion. Mikel on the other hand is a cerebral strategist, challenging views and options, looking for better ways, directing rather than dictating. I see much of the Aboitiz way in the Bank because he lives and breathes it,” Eugene Acevedo, CitySavings Chairman, said in a message.

Tokens of appreciation were presented to both by the CitySavings Management and Aboitiz family members. The Regional Business and Operations Head also handed handwritten letters from the branches as Paula Ruelan, Jezza Macarayan, Eihn Devilleres and Jennie Villaflores offered heart-warming songs. Region 7 service awardees were also recognized that night.



**FITTING TRIBUTE TO LEADERS.** CitySavings team members honored former President & CEO Mikel Aboitiz (MAA) and former SVP & COO Agnes Lacson (AAL) on the eve of the bank’s 49th anniversary. MAA and AAL were honored for their outstanding contributions to CitySavings over the years.

## Bohol earthquake survivors get livelihood back on track

- Re-startup feeds stock worth P60,000 for feeds dealers and two piglets with required feeds for one growth cycle for hog dealers were provided
- Pilmico's CSR projects align with the Aboitiz Group's direction towards encouraging community involvement and sustainable impact

Backyard farmers--33 hog raisers and 13 feeds retailers--who received livelihood assistance from Pilmico and Aboitiz Foundation following 2013's Bohol earthquake said they are at least 70% recovered. The beneficiaries were from the towns of Calape, Loon, Maribojoc, Catigbian, Antequera, San Isidro, Loboc, and Sagbayan – eight of the 12 most devastated municipalities in the province.

The farmers shared the encouraging news during the Mahalin Pagkaing Atin event held last February 27 at Brgy. Cogon in Tagbilaran, Bohol, wherein over 500 attendees gathered to learn about sustainable poultry farming and swine raising.

The Pilmico project was called Bangon Bohol and provided a long-term rehabilitation assistance for feeds dealers through a re-start-up feeds stock worth P60,000 while hog-raisers received two piglets with required feeds enough to sustain one growth cycle or until the pigs achieve marketable sizes.

The company also provided technical services and expertise including supplies such as de-wormers, vaccines, and veterinary medicine through its animal production specialists to monitor the progress in terms of volume of feeds consumed, sales, and the growing cycle.

The beneficiaries shared that their income was virtually wiped out from the earthquake. This almost prompted them to borrow money from lending cooperatives and community "loan sharks" in order to repair their damaged houses. Some even considered looking for opportunities outside of Bohol.

"Pilmico has been true to its corporate social responsibility keeping aligned with the Aboitiz Group's call to implement projects that encourage community involvement and



**START-UP OPPORTUNITY.** Bohol recipients of egg machines from the Mahalin Pagkaing Atin campaign with Chef Boy Logro.



**LEARNING SESSIONS.** Mahalin Pagkaing Atin Ambassador Chef Boy Logro, who also shared 10 different egg, pork, and poultry recipes, interviews Pilmico Research and Training Bakery's Chef Cynthia Durian and Chef Norly De Leon who gave a live demo of flour-based goodies.



**MEETING OUR STAKEHOLDERS.** Pilmico Feeds VP and COO Tristan Aboitiz at his first Mahalin Pagkaing Atin campaign event.

those that have sustainable impact," said Pilmico President and CEO Sabin Aboitiz.

To date, the hog-raisers who received 66 piglets have entered into their second growing cycle, with all damaged pigpens repaired and

hog-raising technology was applied. Likewise, the 13 retailers received feeds stocks and their damaged stores were repaired. They now enjoy their growing Pilmico feeds retailing business month on month.

## Egg machines jumpstart livelihood for Yolanda survivors

- Pilmico distributed 15 egg machines in Medellin as part of its Mahalin Pagkaing Atin campaign
- Technical and social trainings such as “Swine Nutrition and Husbandry” enable local farmers maintain livelihood

In championing sustainable backyard farming among communities, Pilmico has donated 130 egg machines throughout the Visayas, bringing much-needed livelihood support to super typhoon Yolanda survivors. Last January, a group of these recipients were able to share inspiring stories at the Mahalin Pagkaing Atin event in Medellin, Cebu.

Each “egg machine” kit is a laying pen with 48 five-month-old ready-to-lay (RTL) hens and rearing cages that have a built-in feeding trough and waterer. They are distributed to beneficiaries as part of Pilmico’s Mahalin Pagkaing Atin (MPA) campaign, a quick-impact project with quick return on investment that started last June in communities affected by conflict, poverty, and tragedy, initially in areas devastated by super typhoon Yolanda, specifically, Leyte and north Cebu.

“MPA is a sure-fire formula for small time local backyard farmers to recover business losses and rebuild their lives in the aftermath of the said calamity,” said Pilmico President and CEO Sabin



**DISCOVERING RECIPES.** TESDA demonstrated livelihood processing of longganisa, burger patty, and tocino.

Aboitiz. He added that the campaign pushes for the preference for the homegrown category and traceable origins to elevate the sense of community pride for their homegrown produce.

Other activities at the event were technical and social trainings such as ‘Egg Machine Fundamentals and Upkeep’ and ‘Swine Nutrition and Husbandry’ to help local farmers maintain

their livelihood.

Just as in every MPA event, Pilmico also shone the spotlight on community members from Bogo, Daanbantayan, and Medellin for their noteworthy acts of heroism when Yolanda struck the province. The turnover activity also featured various booth displays and cooking demonstrations celebrating the different flavors of Cebu.

## Salto excites at World Gamefowl Expo 2015



**MULTI-FUNCTION VEHICLE.** Presenting the Salto Mobile Van as the exhibit display area where Salto showcased the different breeds of game birds.

For the fifth year running, Salto Gamefowl Feeds, a product of Pilmico Animal Nutrition Corporation for game birds (sabong), participated in the World Gamefowl Expo, the internationally renowned and largest trade show for the gamefowl industry.

Held last January 16 to 18 at the World Trade Center Manila, the event

featured a variety of merchandise, nutritional and health products, dietary, organic, natural products, animal health and animal nutrition products, plus a variety of services.

Highlighting the event was the launch of the Salto Mobile Van, which converts into Salto’s kiosk and includes an exhibit display and even a mini-stage where the ‘Meet and Greet the Alas ng Salto’ activity was carried out. This mobile van will tour around the country as a caravan bringing seminars about breeding, necropsy and gaffing, vaccinations, and the Salin-Lahi program where actual breeding of gamefowls will commence.

## Pilmico and Winrock join forces to bolster swine population in Mindanao

- Swine re-population seeks to improve the quality of hogs in the Caraga region to help swine raisers sell them at higher value
- 50 gilts were distributed along with veterinary and technical support to strengthen the re-population effort



**PROJECT PARTNERS.** Winrock International was one of the featured exhibitors and showcased its Philippine Cold Chain Project.



**GILT STARTER.** One of the 50 breeding hogs given to selected recipients at the Mahalin Pagkaing Atin event in Butuan City.

Pilmico and Winrock International have partnered to support Caraga region's existing swine re-population program to improve the quality of hogs so that swine raisers can sell them at higher value, thereby creating sustainable livelihood.

To start off on the new alliance, Pilmico distributed 50 gilts to attendees of the Mahalin Pagkaing Atin event held in Butuan City, Agusan del Norte. The event seeks to further strengthen and promote the Mahalin Pagkaing Atin advocacy of promoting homegrown products. Livestock experts were also on hand to provide backyard farmers with training sessions on Pilmico's Diamond Program for profitable swine raising, which highlights the importance of the four pillars—proper health care, management, genetics, and breeding and nutrition.

For its part, Winrock gave P8-million worth of swine, which Pilmico matched with P22 million in operational expenses, training, veterinary and technical support, and progress monitoring.

Winrock International, the implementing agency of the United States Department of Agriculture (USDA), currently runs a program called the Philippine Cold Chain Project (PCCP) and works with key organizations to help Filipino farmers in the horticulture, meat, and fish sectors earn more by increasing productivity and food safety.

According to Norie Bermudez, Assistant Vice President for VisMin Sales of Pilmico, the partnership with Winrock International is aimed at addressing three primary concerns: further increase Caraga region's swine population amid pork shortage; enhance the genetic profile of the existing swine population in the region;

and, as a result, create a platform for sustainable livelihood.

"By improving the genetic quality of the swine through this swine population project, hog raisers in the region will be able to have better quality of swine. And the better the quality of the swine is, the better price it could command in the market. This will create for the swine raisers better livelihood opportunities and an overall improved swine genetics in the region," explained Ms. Bermudez during the day-long Mahalin Pagkaing Atin event.

To invigorate the region's livestock industry, Pilmico also provided animal nutrition, veterinary and technical support and progress monitoring that will strengthen the re-population effort. This project seeks to make a significant contribution towards Caraga's vision to be the country's future 'bread basket'.

## ‘Just’ desserts from Pilmico’s Sweet Integrity Corner

- The self-service dessert station is Pilmico’s way of highlighting the Aboitiz core value of integrity
- Simply take an item from the shelf and drop your payment in the “Integrity Buddy” (dropbox)

Pilmico takes up a notch its commitment to living out the Aboitiz values with its latest project, the Sweet Integrity Corner. The self-service dessert station is at the 8th floor of the Taguig Corporate Center and has an array of cakes, bars, pastries, and cookies—all made by Pilmico Research & Training Bakery.

What’s even more special about the ‘corner’ is that it’s Pilmico’s way of highlighting the core value of integrity. Unmanned and with no fixed price, all team members have to do is pick a dessert, assess the price for himself or herself from the given price range, drop payment on the “Integrity Buddy” (dropbox), and/or get change.

The Sweet Integrity Corner stemmed from initiatives to promote Pilmico Research & Training Bakery among Aboitiz team members through “What’s Baking?” product testing activities and the online ordering portal. Now, the bakery’s latest marketing innovation has successfully added value to the Pilmico brand, both internally and externally.

More than just a flour and feed milling company, Pilmico is slowly becoming a household name. This year, following the success of the Pilmico Research & Training Bakery, the company is preparing to open a similar facility in Cebu as well as its own bakery commissary, serving larger B2B customers.

Since launching in 2012, the Pilmico Research & Training Bakery has gained a number of loyal customers, which include the everyday bakery “suki” and former trainees who regularly drop by to share their business success stories or ask for further baking advice and new recipes. These speak volumes on the company’s brand promise ‘Partners for Growth’ as Pilmico makes all of the bread and pastry recipes available to anyone interested in making them at home or even for their businesses.



**INNOVATION AND INTEGRITY.** Pilmico’s Sweet Integrity Corner stemmed from initiatives to promote baked goods made by Pilmico Research & Training Bakery among Aboitiz team members.



**A VARIETY OF TREATS.** Monggo roll, milk bread, and truffles are some of the baked goods made by Pilmico Research & Training Bakery.

## AboitizLand and CIPDI ink MOA with Pag-IBIG Fund

- TMs now have easier access to and processing of applications for Pag-IBIG housing services
- AboitizLand HR will facilitate loan application and payments through salary deduction

AboitizLand and Cebu Industrial Park Developers, Inc. have signed on as new partners in Pag-IBIG Fund's Employer Accreditation Program. Being an accredited employer means team members have easier access to and processing of their applications for Pag-IBIG housing services as AboitizLand HR will now facilitate loan application and loan payments via salary deduction.

Upon invitation from AboitizLand's HR, Pag-IBIG Housing Loan officers are available to provide the orientation and briefing of the program. They will guide team members on the requirements and how they can be eligible for the housing loan.

As an added value, AboitizLand may also provide personalized services to team members including pick-up of housing loan application, shorter processing time, and delivery of notice of approval.

AboitizLand is the first company in the Visayas to be in partnership with Pag-IBIG.



**PAG-IBIG PARTNERSHIP.** In photo are AboitizLand President & CEO Andoni F. Aboitiz in the photo are (from left) Miren Amale M. Jopson, AboitizLand VP for Human Resources, Fermin A. Sta. Teresa, Pag-IBIG Home Lending Operations VP for VisMin, and Rio Teves, Business Development Department Manager for Pag-IBIG Fund Cebu City.

## AboitizLand launches its refreshed brand



**A NEW LOOK.** AboitizLand's refreshed icons symbolize community life combining the elements of nature with people and building.

Last February 10, AboitizLand team members gathered to kick off its Brand Refresh at Aboitiz Corporate Center in Cebu.

"As we take on the challenge of reaching new heights, we need a new energy and new vigor. We felt the need to strengthen our brand yet still ingrained with our commitment of providing the ultimate real estate experience. You will notice that we played with our colors and icons," explained AboitizLand's VP for Customer Management Group Charity Marohombsar as she addressed the group.

The new branding visuals highlight the icons of the AboitizLand logo. With the leaf shapes representing nature, the squares representing buildings, and the

circles representing people, the company collectively calls it community life. This is a reminder that for each project that the company creates is always composed of these elements.

"The brand has evolved to further reinstitute its vibrance and energy. The brand refresh projects a new vision while reinforcing our promise to nurture communities," Ms. Marohombsar added.

The brand revamp applies to all branding collaterals to ensure consistent execution. But more than this, the campaign represents a renewing of commitment and embracing a new journey. The next step in the process is cascading brand refresh to all team members.

# Infrastructure

## APO Agua signs PH's biggest private bulk water supply deal in Davao

- P10-B deal will provide 300M liters of potable water to Davao City daily
- "... through our investment in APO Agua, we will ensure that Davao City has the necessary bulk water infrastructure for it to continue with its impressive economic growth story." -EIA



**RECORD WATER SUPPLY DEAL.** AEV officials pose with officials from Davao City, JVACC, and the DCWD after signing the record P10-million bulk water supply deal that will supply Davao City with 300 MLD of potable bulk water, benefitting over 1 million Davao residents.

Apo Agua Infraestructura Inc. (APO Agua), a joint venture company between Aboitiz Equity Ventures (AEV) and J.V. Angeles Construction Corporation (JVACC), has entered into a historic P10-billion bulk water supply agreement with the Davao City Water District (DCWD).

"We have long been partners in Davao's economy through Davao Light and our other businesses; and through our investment in

APO Agua, we will ensure that Davao City has the necessary bulk water infrastructure for it to continue with its impressive economic growth story," explained Erramon I. Aboitiz, AEV President and Chief Executive Officer.

The agreement involves the construction of the country's largest private bulk water supply facility to date together with a fully renewable energy powered water treatment plant. APO Agua will supply up to 300 million liters per

day (MLD) of potable bulk water from the Tamugan River to DCWD, which will benefit the more than 1 million people of Davao City.

For AEV, this landmark project is part of its thrust to expand into infrastructure development in addition to its core businesses of power, banking, land and food.

APO Agua has a 70-30-ownership structure, with AEV owning 70% of the company, and JVACC the remaining 30%.

***For the Aboitiz Group, this venture is another testament to our commitment to Davao City and its people. For more than 80 years now, we have been supporting the city's growth and advancement, providing quality and reliable electric service through Davao Light.***

-EIA

## Metaphil: Builder of choice here and abroad

Metaphil has been the builder of choice for companies, both local and multinational, and here are three projects that have added to the company's credibility as a world-class name in construction.

### Minergy Coal Corporation

Metaphil designed and is constructing the causeway, jetty, and chimney for three 55-MW coal-fired power plants being built by Mitsubishi Corporation together with Toshiba Plant Systems & Services Corporation. Expected to help address the demand for electricity, the thermal power plant is located in Balingasag, Northern Mindanao and is owned by Minergy Coal Corporation. Metaphil's Alex Garciano is project manager. Expected completion is in July 2015 with peak manpower numbering to about 540 kaubans.

### Lafarge Republic

Metaphil managed the fabrication and erection of both mechanical works and structural steel works for the new grinding mill of Lafarge Republic's Teresa Plant.

Cement manufacturer Lafarge Republic invested in a new grinding mill in its plant located in Brgy. Dulumbayan, Teresa, Rizal to boost production capacity in anticipation of a robust growth in demand amid a growing economy.

Metaphil's Saturnino Caballero managed the 8-month project, which was completed last January. Manpower peak was at close to 300 kaubans.

### Pilmico

Last September 26, Pilmico Foods Corporation awarded last the construction of its Domestic Wharf project to Metaphil. The project, located in Kiwalan Cove, Dalipuga, Iligan City, is managed by Metaphil's Leogardo Tampos.

Scheduled for completion in June 2015 are the feed mill wharf, abutments, mooring dolphin, and guard tower, which include pre-cast concrete piles, pile driving works, cast-in-place slabs, beam, and fender wall.

Added to the scope is the construction of the feed mill causeway as well as stone masonry and filling works. This was started in parallel schedule with the original work scope in November 2014 and is expected to be completed in March 2015.

## Re-tiring at 60



Enerio Yangco and Eddie Cenabre, two of Metaphil's top team leaders, recently retired from the company.

Enerio, or 'Boy' to many, started as pipe fitter at age 28. Three decades later, Boy retires from Metaphil as Vice President for Business Development. His many years with Metaphil were mostly spent in projects. Now, Boy faces a new life as he manages a 1,000-head poultry farm in Camiguin. This early, he is looking into possible expansion opportunities in Cebu.

As manager of the heavy equipment division, Eddie Cenabre is known to have magic hands that make junk equipment functional. He will have more time doing what he does best when he opens his repair shop post-retirement. However, he will not be away completely as he is also being tapped as resource person for technical trainings.

Metaphil wishes these two exemplary individuals the best and we will miss their presence. Doors are wide open for opportunities and we pray for their success in their new-found endeavors as they 're-tire and re-tool' at age 60.



**PILMICO FOODS CORPORATION.** Construction of domestic wharf and proposed feed mill causeway



**LAFARGE TERESA MECHANICAL/STRUCTURAL PROJECT.** Metaphil the grinding mill for Lafarge Republic's Teresa, Rizal plant.

## Mobile training reaches more who seek better lives

- The Mobile Training Center program trains those of far-flung barangays who wish to acquire welding skills
- Metaphil's training produces graduates who become sought after and preferred welders both local and abroad

For almost a decade, Metaphil has run the welding shop of TESDA Region 7. It has produced 1,688 graduates, close to a thousand of whom have been employed by Metaphil while quite a number have gone abroad. Metaphil produces sought after and preferred welders and, according to some team members, are even

exempted to qualifying employment exams by recruiters. Just a Metaphil ID or certification of employment will almost always guarantee the job for an applicant.

Yet, welding training can be costly, especially for those who do not reside in Cebu. Welding jobs, too, may not be available anytime. To address

these two concerns Metaphil launched its Mobile Training Center in 2014.

Producing 288 fit-up graduates, Metaphil has made headway in seven barangays in 2014 alone through this new training center. Training is made available to residents of far-flung barangays who cannot afford to

live in the costly city of Cebu. It is clearly cheaper to the participants as Metaphil goes to their area, not the other way around.

The Metaphil team consists of about three trainers and a driver who bring the welding machine, consumables, and personal protective gear to the partner barangay. The barangay takes care of the venue, selects participants, and, depending on capacity, provides snacks.

Training lasts for only two days. One welding machine can accommodate a maximum of 50 participants. To guarantee employment, the mobile center focuses on fit-up training as more fitters can qualify in such short trainings. Metaphil requires a large pool of fitters and, where necessary, also hires fitters without experience. With this training, a large pool of trained fitters can be established and may just be the answer to the young and not-so-young who yearn for better lives.



**TRAIN THEM WHERE THEY ARE.** Metaphil makes welding skills training available to residents of far-flung barangays who cannot afford to live in the costly city of Cebu.

## Metaphil delivers global equipment

Last January, Metaphil was once again put on the map of world-class industrial contractors and fabricators with the delivery of its last batch of prefabricated modules for OnQuest, Inc. in Barrow Island, Western Australia.

As a Cebu-based company, Metaphil is a trusted supplier of global equipment. These first modules were made and stored in the assembly area of its 10.5-hectare fabrication facility in Balamban, Cebu.

The customer, OnQuest, Inc., provides process engineering and design to clients in

the energy sector, from traditional hydrocarbon processing to renewables. For this project, Metaphil built six waste-heat recovery units along with several accessories. Each unit exceeds 80 feet in length and weighs more than 770 tons.

DB Schenker Australia Pty Ltd. was contracted to provide load-out services for the transport of the modules from assembly area to the shipping vessel using the three SPMT (Self-Propelled Modular Transporter) units sourced from Malaysia.



**FROM CEBU TO THE WORLD.** Metaphil's prefab modules delivered to Barrow Island, Western Australia were made in Balamban, Cebu.

# Corporate Social Responsibility

## CSR 2.0: A defining metric towards inclusive & sustainable growth

The Aboitiz Group team members live out our core value of responsibility by doing good through our corporate social responsibility (CSR) initiatives. We continue to improve the way we do things by taking a closer look at the relevance, effectiveness and sustainability of these projects.

This year, the Aboitiz Foundation (AFI) and the Business Units (BUs) developed a framework that enables us to classify projects based on seven parameters. Our goal in the next few years is to move from CSR 1.0 projects to CSR 2.0 projects.

CSR 1.0 are projects that involve one-time donations or dole outs. CSR 2.0 are projects that have longer term benefits, bigger projects of national scale that are more inclusive and sustainable, are aligned to our core businesses, and encourages participation from our team members.

We are implementing a CSR strategy that is authentic because our projects are connected to our strategic goals, core businesses, and core competencies. We believe that to be most effective, CSR efforts must be integrated into our business operations and communicated to better engage our stakeholders. Our belief is that we can do well by doing good.

### MEASURING CSR 2.0

Our classification is guided by seven (7) parameters. Projects should:

1. **Address a community need**
  - Benefits specific groups like farmers, fishermen, youth, barangay or town; not a small group only like a basketball team or an individual
2. **Be aligned to our core businesses**
  - Related to the core businesses of the SBUs – power, banking, food & land
3. **Helps our business or creates a competitive advantage for BUs**
  - Helps increase revenues and lower costs
  - Enhances LGU-BU relationship
  - Creates brand advocates from among our beneficiaries
  - Helps in unimpeded operation of the plant or company
  - Promotes social acceptance
4. **Be aligned to the Aboitiz Foundation's programs**
  - Aligned to AFI's focus areas of education, enterprise development and environment
  - Supports Health & Well-Being; Disaster Preparedness, Mitigation, or Response
5. **Involve skills training and capability building**
  - Involves skills training, knowledge or attitude/character building of beneficiaries
  - Involves activities, lectures, fora, seminars aimed at enhancing projects of the assisted groups, school, and community
  - Involves training & capability building designed to help beneficiaries generate income or livelihood
6. **Encourage team member volunteerism and participation**
  - Team members extend help by volunteering on the completion of the project
7. **Be nationwide in scope**
  - An identified Aboitiz Foundation program designed for nationwide implementation such as: Special Science Elementary School (SSES), Technical Vocational High School (TechVoc), AGAPP schools, Brigada Eskwela, Christmas Outreach, Tree Planting, Scholarship
  - An SBU project that is scalable nationwide and identified for nationwide implementation such as: Re-wiring, Egg Laying Machine

So how do we score the projects? Out of the seven parameters:

- A project that exhibits 6–7 of these parameters is considered CSR 2.0
- A project that exhibits 4–5 of these parameters is considered CSR 1.5
- A project that exhibits 3 or less of these parameters is classified as CSR 1.0

***We will work towards achieving CSR 2.0 in our program areas of education, enterprise development, and environment. This means implementing community projects that are more sustainable for our beneficiaries and are aligned to our businesses.***

–EIA

# Corporate Social Responsibility

## EDUCATION

### Taguig schools receive science and tech-voc facilities

- 3 workshops for dressmaking, beauty care, and computer hardware servicing for TNHS
- 3 refurbished science classrooms and 20 units of thin-client systems for TES

Aboitiz Foundation turned over three technical-vocational (tech-voc) workshop rooms to Taguig National High School (TNHS) and another three special science classrooms to Taguig Elementary School (TES) last February 18, in the commitment to develop science-based skills among young students and bring alternative learning to high school graduates.

Since last year, the social development arm of the Aboitiz Group has been implementing various projects in these adopted schools in partnership with the Department of Education (DepEd) and the Technical Education and Skills Development Authority (TESDA).

The three tech-voc workshop rooms for TNHS are for dressmaking, beauty care services (nail care) with massage therapy, and computer hardware servicing. Reference books, tools, and equipment were also donated.

In addition, the Foundation funded the

training for TNHS teachers for NCII certification and refurbished the school's Electrical and Automotive Technology class last year.

At the Taguig ES, where the Special Science Elementary School (SSES) Program is already being implemented for grades 1-6, the Foundation turned over newly refurbished science classrooms and an additional 20 units of thin-client systems with multimedia package for teaching enhancement.

During the first year of SSES implementation in Taguig, Aboitiz refurbished the school's science and computer laboratories, donated microscopes, science books, ten computer units of thin client system with multimedia package.

Taguig ES is just one of the 22 schools that the Foundation is looking to develop into SSES. Once the pilot implementation is successful, the program will be replicated in other schools that show potential in the areas of science, English,

information technology, and mathematics.

"We believe that a better educated youth means a better Philippines. That's why we continue to put education at the forefront of our corporate social responsibility initiatives," said Aboitiz Equity Ventures SVP for Human Resources Txabi Aboitiz.

In 2014, the Foundation invested over P400 million into bringing a better learning environment to communities through Aboitiz BetterWorld initiatives SSES and tech-voc education, repair and construction of regular classrooms and those damaged by super typhoon Yolanda, 'Silid Pangarap' classrooms in partnership with non-profit organization Aklat, Gabay, Aruga Tungo sa Pag-unlad at Pag-asa Foundation, teacher skills training, integrated computerization, and scholarships and financial assistance to deserving students.



**SCIENCE IS IN.** (From left) Taguig-Pateros Schools Division Superintendent Dr. Danilo Gutierrez, Aboitiz Foundation Trustee Txabi Aboitiz, Aboitiz Foundation President Susan Valdez, Division Science Supervisor Dr. Leticia Andor, Barangay Sta. Ana Brgy. Captain Conrado Aquino, Jr., Aboitiz Foundation COO Sonny Carpio, and Taguig City Vice Mayor Ricardo Cruz, Jr. cut the ribbon during turnover ceremonies for the refurbished special science classrooms in Taguig Elementary School. Students of Taguig National High School will have no problem honing their tech-voc skills through hands-on learning that gives them a distinct educational advantage.

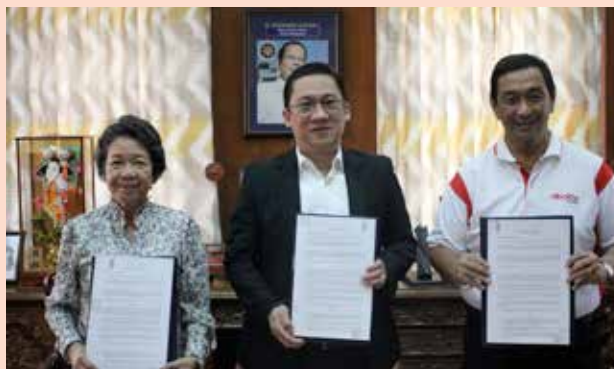
# Corporate Social Responsibility

## EDUCATION

### A new school building and laboratories to rise in Subangdaku

Aboitiz Foundation signed a memorandum of agreement (MOA) last March 10 with the local government of Mandaue City for the construction of a 3-storey, 10-classroom school building and 7 laboratories at Subangdaku Technical Vocational School (STVS) in Mandaue City, Cebu.

Sonny Carpio, Aboitiz Foundation COO, and Mayor Jonas Cortes represented both parties at the MOA signing with Mandaue City Schools Division Superintendent Virginia Zapanta as witness. This new project comes after the Foundation completed the turnover of all 227 classrooms in north Cebu that were repaired and constructed last year as part of its schools rehabilitation efforts in response to the damage caused by super typhoon Yolanda in the region.



**EDUCATION INFRASTRUCTURE.** Aboitiz Foundation and the Mandaue City government signed a MOA to build a school building in Subangdaku Technical Vocational School to replace the one badly damaged in the Bohol earthquake in 2013. In photo with Aboitiz Foundation COO Sonny Carpio are, from left, Division School Superintendent Virginia Zapanta and Mandaue City Mayor Jonas Cortes.

### Aboitiz Foundation completes turnover of Yolanda classrooms in Bogo City

Aboitiz Foundation has completed the physical turnover of all 227 classrooms in north Cebu that were repaired and constructed last year as part of its schools rehabilitation efforts in response to the damage caused by super typhoon Yolanda in the region. The Foundation spent a total of P194 million on the rehabilitation of schools, a portion of the donations culled from the #BangonVisayas campaign.



**HIGH SCHOOL LIFE AFTER YOLANDA.** Behind their timid smiles, these students of Banban National High School in Bogo City are thankful for their new three-storey school building. Aboitiz Foundation turned over this new six-classroom school building in Bogo Central School III.

### Bohol's earthquake-damaged schools receive 9 new classrooms

In Bohol, Aboitiz Foundation and City Savings Bank unveiled nine new classrooms in Sagbayan and Tubigon towns last January 21 and 22. The project benefits over 2,000 students from these schools, which were heavily damaged by super typhoon Yolanda and the 7.2-magnitude earthquake of 2013.



**UNLOCKING OPPORTUNITIES.** This three-classroom school building in rural Sagbayan, Bohol gets prepped for the official turnover.

# Corporate Social Responsibility

## EDUCATION

### Subic EnerZone improves schools in host communities

Subic EnerZone Corporation (SEZ) had a busy end-of-2014 with Aboitiz Foundation with several turnover activities for its host communities. Last December 12, it donated a computer laboratory complete with computer units to Ilalim Elementary School (IES) in Brgy. New Ilalim. SEZ is on the second phase of conversion of IES into a special science elementary school in support of the Foundation's new focus on education.

A few days later, December 15, the company donated thin-client computer systems to Regional Science High School (RSHS) in Kalayaan, Subic Bay Freeport Zone. With this intervention, online research in the school will be enhanced and further promoted among its students and teachers.

Finally, the following day, the company turned over its completed rewiring project to Tapinac Elementary School (TES) in Brgy. East Tapinac.



**INFOTECH EQUALITY.** These girls will be able to improve their computer skills while learning about the great big world from the web.

### Hedcor turns over school building and classroom to Benguet communities

Hedcor turned over a new school building and a renovated classroom to Gilbert Semon Elementary School in Tadiangan, Tuba and Bodiweng Elementary School in Bineng, La Trinidad in the province of Benguet. The local government and Aboitiz Foundation supported the project that provided the community with a learning environment conducive to learning.

Beyond the school year, Hedcor projects continue on to include Brigada Eskwela, school supplies distribution, computer donation, computer training for teachers, school perimeter fencing, high school financial assistance, and college scholarships.



**LOOKING AFTER COMMUNITY NEEDS.** Hedcor Admin Manager Connie and Mapalo and Hedcor SVP Chris Faenar turn over the symbolic key to Bodiweng Elementary School's Officer-in-Charge Oscar Lacaden with La Trinidad Mayor Edna Tabanda, DepEd representatives, and barangay officials.



**Hedcor Silid Pangarap.** Partnering with AGAPP (Aklat, Gabay at Aruga tungo sa Pagangat at Pag-asa) Foundation, another 'Silid Pangarap' was turned over to Catalunan Pequeno Elementary School in time for the opening of classes in the second semester. The P1.2-million building is complete with educational materials like books, charts, and mind booster toys and is Hedcor's sixth 'Silid Pangarap' classroom built in Davao.



**Hedcor provides new school buildings.** In Davao del Sur, Hedcor Sibulan, Hedcor Tudaya, Aboitiz Foundation, and the local government Sta. Cruz turned over 2 single-storey, 2-classroom school buildings for elementary students in the said locality. The P2.8-million project caters to 71 students for the 2 classrooms donated to Tudaya Elementary School and 77 students for another 2 classrooms in Almendras Elementary School.

# Corporate Social Responsibility

HEALTH & WELL-BEING

## Aboitiz Football Cup opens Season 17

- Over 4,500 players in 194 teams are competing in weekend matches held through April
- “Respect for others, respect for authority, and respect for rules.” —JJA on the tourney's values

Aboitiz Foundation and the Cebu Football Association (CFA) kicked off the 17th season of the Aboitiz Football Cup last January 25 at the Cebu City Sports Center.

The tournament has gathered over 4,500 players to compete under various age brackets in the Men's and Women's categories: Players 6, Players 8, Players 10, Boys 12, Girls 12, Boys 14, Girls 14, Boys 17, Girls 17, Boys 19, Boys 23, Ladies Open, Men's Open, and 38-up. Notably, the number of teams has also grown to 194 from last season's 154.

Foundation Trustees Jim Aboitiz and Txabi Aboitiz, CFA President Ricky Dakay, and Cebu City Sports Commission Chairman Edward Hayco welcomed attendees from various participating schools and football clubs.

JJA shared that the Aboitiz Group's firm support for the tournament lies on the belief that focus on education should include sports and other extra-curricular activities.

“Kids, as young as they are, should be taught right values like respect for others, respect for authority, and respect for rules,” he said of the program's approach to youth development.

Meanwhile, Mr. Hayco said that “having sports programs in place keep the children from getting involved in petty crimes”. He also thanked the Aboitiz Foundation and CFA for organizing the event, considered as the premier and longest-running tournament in Cebu.

Also recognized during the program were Cebu's best footballers who made a name in the sport in both the local and international scene. They were Jan Reese Jumawan, Itsuko Bacatan, Arantxa Marie Trebol, Alexandra Gumilao, and Alexa Ceniza—all members of the Philippine team who finished second in the Asian Football Confederation U-14 Girls Regional Championship last year.

“Aboitiz continues to support sports development in Cebu with the hope of instilling the values of teamwork, discipline, and sportsmanship among the youth,” noted Foundation Executive Vice President and Chief Operating Officer Sonny Carpio.

Prior to opening day, a press conference was held at the signing of a memorandum of agreement between the Foundation and CFA. Taking the opportunity to address the

altercation incident from last season, Mr. Dakay said it was an important opportunity for reflection, learning, and improvement. He also promised that fans can look forward to a better and more exciting tournament ahead.

The Aboitiz Football Cup will run until April with matches held every weekend from 8 am at the Cebu City Sports Center, Ateneo de Cebu Sacred Heart, Don Bosco, and San Roque football fields.



**WORTHY ROLE MODELS.** The Aboitiz Football Cup opening ceremonies honored members of the Philippine team who placed second in the Asian Football Confederation last year



**WE LOVE FOOTBALL.** Aboitiz Foundation AVP for Operations Danny Cerence, CFA President Ricky Dakay, and Aboitiz Football Cup Tournament Director Glenn Quisido lead the MOA signing ceremony.

# Corporate Social Responsibility

## HEALTH & WELL-BEING

### Bagobo-Tagabawa welcome 2015 with healthcare mission from Hedcor

Hedcor Sibulan and Aboitiz Foundation served close to a thousand residents of the Bagobo-Tagabawa community of Brgy. Sibulan, Davao del Sur through its regular medical and dental mission.

With the help of the Sta. Cruz Municipal Health Office and National Commission on Indigenous Peoples, the healthcare mission included medical and dental consultations, hemoglobin tests, vaccination, and sputum microscopy. IP beneficiaries also received free medicine and vitamins. Common illnesses such as fever, flu, cough, and back pain while dental-related ailments were given appropriate remedies by the specialists.

"We are committed to what we have promised to our partners. We see it as our corporate obligation. This free medical and dental mission is one way of giving what is due to our host communities," said Hedcor Sibulan Vice President Rolando Pacquiao.



**SUSTAINABLE HEALTH CARE.** This regular medical and dental mission is part of Hedcor's commitment to the IPs in Barangay Sibulan. Aside from scheduled health missions, Hedcor provides regular supplies of prescribed medicines and vitamins for free to all the IPs in the community.

### Hydros bring medical-dental services to Bakun community

In giving back to their host communities, Hedcor and Luzon Hydro provided held a two-day medical-dental mission last December for residents of Poblacion and Ampusongan in the remote municipality of Bakun, Benguet. More than 500 residents received free medical and dental services made possible in partnership with the Rotary Club of Baguio and the Bakun Medical team.

Medical services included pediatrics, minor surgical procedures, check-ups, and consultations while dental care included basic tooth extractions and prophylaxis. Also, medicine and vitamins prescribed by the volunteer doctors were provided free of charge. Team members also added fun to the event by organizing games for youngsters. Oral care kits were given as prizes, emphasizing the importance of having clean and healthy teeth and gums.

### Go Beyond Communities: Tara, Laro taylo!

UnionBankers held its "Tara, Laro Taylo!" outreach program for the BOC Ortho-Pedagogical Institute in Manila for the benefit of students with special needs.

The children regaled the guests with their special presentation followed by a magic show. The highlight of the day was when the kids were able to do what they like most – to hold, to play, and enjoy the basketball, volleyball, table tennis, badminton, and hula-hoops together with the UnionBankers.

Later on, the Bank employees donned 'Bob the Builder' outfits to refurbish the playground facilities and paint them with UnionBank colors. They then did planted grass within the playground area to promote a clean, healthy, and green environment.

This Manila Region GBC activity not only brought smiles to the kids with special needs but more so to UnionBankers for the unique and memorable experience.

**ABOITIZ SUPPORTS THE PAPAL VISIT.** The Aboitiz Group donated a total of P4 million – P3 million from Aboitiz Foundation and P1 million from UnionBank – to the Roman Catholic Archdiocese of Manila in support of the latter's preparations for Pope Francis's Pastoral Visit to the country last January, and as a donation to the Filipino-run Pontificio Collegio Filippino in Rome. His Eminence Luis Antonio G. Cardinal Tagle paid a visit to the Corporate Center in Taguig City and was warmly welcomed by AEV President & CEO Erramon I. Aboitiz along with Aboitiz Foundation President Susan Valdez, Aboitiz Foundation COO Sonny Carpio, UnionBank Chairman & CEO Justo A. Ortiz, and UnionBank EVP-Center for Strategic Partnership Genju Lapez.



# Corporate Social Responsibility

## HEALTH & WELL-BEING

### UnionBank's GBC South Luzon goes to Bicol

UnionBank Go Beyond Communities (GBC) South Cluster held its 'GBC Goes to Bicol: Tarabangan Para sa Akian Kan Barangay Burgos Daycare Center' activity last February 7 for the benefit of indigent children of Brgy. Burgos in Daraga, Albay. VP/BOM Head Job Dator and RSOO/GBC South Cluster Head Roel Brion led the activity together with officers and staff of UnionBank Legaspi and Naga branches, including utility and security staff.

Team UnionBank re-painted chairs, tables, the daycare center, as well as the barangay hall. They also donated a stand fan, tables, and chairs and distributed school uniforms and jogging pants, which the excited children put on immediately after receiving.



**COOL FOR SCHOOL.** (From left) UnionBank Naga Branch Manager Cristina Mann, RSOO Roel Brion, and BMO Head Job Dator help a young boy into his new school uniform.

### UnionBank turns over 70 homes in Bohol

Residents of Loon, Bohol found new reason to hope as UnionBank and Habitat for Humanity Philippines (HFHAP) turned over 70 houses in Brgys. Catagbacan Sur, Catagbacan Norte, and Catagbacan Handig.

At the official ceremony last November 24, UnionBank Chairman and CEO Justo A. Ortiz said the houses are the bank's means of brightening the lives of residents. "Because of the earthquake, your future darkened. Now, it brightened up because you'll have a house that is nice and proper," he said.

UnionBank was the first institution to support the production of the innovative and disaster-resilient shelter designed and developed by HFHAP and, in December 2013, made a donation to fund the construction of these core houses in addition to donating 100 shelter repair kits—the largest donation received by the organization for the rehabilitation of Bohol.



**HOME AND HABITAT.** UnionBank Chairman & CEO Justo Ortiz, EVP Genju Lapez, and Corporate Philanthropy and Social Responsibility Executive Director Maria Gonzalez Goolsby lead the turnover of new houses in Bohol.

### Hedcor completes two infrastructure projects for IP community

Hedcor Tudaya turned over a concreted road and a covered court to the Bagobo-Tagabawa community in Brgy. Kapatagan, Davao del Sur.

"By providing the needs of our host community, like basic infrastructure, we are heading towards inclusive growth with them. We allotted P1.6 million for the road concreting and P1.4 million for the construction of covered court," said Hedcor Vice President for Mindanao Operations Rolando Pacquiao.

The covered court was completed in a span of 60 days while the 158-meter concrete road covers steep parts of the access road that were opened during the Tudaya hydro construction.



**INFRASTRUCTURE PROJECT.** Kapatagan Barangay Chair Santiago Morales, Jr. recognizes Hedcor's efforts in bringing goodwill to the community.

# Corporate Social Responsibility

## HEALTH & WELL-BEING

### Davao Light launches Hugas Kamay project in Datu Salumay, Marilog

Davao Light & Power Company's Customer Retail Services Department (CRSD) held its 'Salumay Hugas Kamay' activity last November 27 at the tribal village in Datu Salumay, Marilog District. The village is composed of Matigsalug, Ata Manobo, and Manobo people and is located in the uphill mountains in the Southern part of Davao, which is not yet reached by electric service.

The team members taught the importance of proper daily hygiene and hand washing to

avoid common sickness such as colds, influenza (flu), cough, stomachache, and diarrhea. They also distributed health kits to more than 120 members of the community and served lugaw.

"It is our first time to conduct a community work in this area and it is just very heart warming that the community welcomed us warmly. They even rendered us a tribal dance to express their heartfelt gratitude to us," said Engr. Dalian.

The team plans to go back to the said community next year to provide more health



**HUGAS KAMAY.** Grace Migue, Customer Retail Services Department Specialist and a licensed nurse, lectures on the proper way of hand washing to the members of the tribal village.

## OTHER NEWS

### Philippine Navy recognizes Aboitiz Foundation as partner for civic action

Aboitiz Foundation was recognized by the Philippine Navy for being a remarkable partner for civic action activities at ceremonies for the 4th Year Anniversary of the Philippine Navy's Civil Military Operations Group (CMOG-PN) held last March 16 at CPO Club House, Naval Station Jose Francisco in Fort Bonifacio, Taguig City.

The plaque of recognition was awarded to Aboitiz Foundation EVP and COO Augusto Carpio III by Flag Officer-in-Command of Philippine Navy Vice Admiral Jesus Millan, Assistant Chief of Naval Staff for Civil Military Operations Captain Reginald Rapanan, and Commander of Civil Military Operations Group Colonel Edgard Arevalo.

The CMOG-PN has been a partner of the Foundation in immediate relief assistance to disaster affected communities. They provided manpower and logistical support during relief operations conducted in the aftermath of the Bohol earthquake and Super Typhoon Yolanda in 2013 and Typhoon Ruby last year. They were also part of the Foundation's Brigada Eskwela activity last year.



### 5,300 families in Luzon and Visayas get aid for Typhoon Ruby

The Aboitiz Group dispatched aid to 5,300 families affected by Typhoon Ruby (international name: Hagupit) in parts of northern Cebu, Mindoro Oriental, and Batangas.

Aboitiz Foundation distributed 1,961 relief packs containing biscuits, canned goods including beef loaf, sausage, carne norte, mineral water, and rice in Daanbantayan and 554 in San Remigio. Meanwhile, 2,000 relief packs were distributed to families in Oriental Mindoro's coastal areas of particularly Bansud, Pinamalayan, Bongabong, and Roxas. This was done in partnership with 2nd district Congressman Rey Umali, Give More Action for Charity Foundation, Gawin ang Tama Movement Foundation, and Starlite Ferries, which helped transport the goods from Batangas to Mindoro.

AboitizLand also gave early-Christmas packs to some 750 families affected by Ruby in Lipa, Malvar, San Juan, and San Jose in Batangas.

# Corporate Social Responsibility

## WeatherPhilippines conducts its first Weather 101 training for an LGU



KNOWLEDGE SHARING PARTNERS. WeatherPhilippines team with IOM CCCM Program Coordinator Conrad Navidad.

WeatherPhilippines conducted its first Weather 101 for LGUs last January 24 in Leyte Park Hotel, Tacloban, in cooperation with the International Organization for Migration Philippines (IOM Philippines).

According to WeatherPhilippines General Manager, Celso Caballero III, "WeatherPhilippines' goal of creating a WeatherWiser nation does not stop with providing free, accurate and localized weather information. We want to engage people to use that critical weather knowledge to mobilize their communities, and to improve society. Our Weather 101's with the LGUs perfectly sum up this objective."

The first LGU Weather 101 and Tropical Cyclone training added a simulation on storm-

tracking, where the participants were given map coordinates, and were instructed to plot the typhoon track within 24 hours. The next Weather 101s with LGUs will incorporate risk-mitigation strategies and exercises for appropriate preparations before, during, and after a typhoon.

IOM Philippines initiated this milestone with WeatherPhilippines to develop a more systematic decision-making process in disaster-risk reduction, with the use of weather knowledge and information.

"The partnership between IOM Philippines and WeatherPhilippines helps us achieve the organization's ultimate goal- to inspire and to empower communities to build a weatherwiser nation," Mr. Caballero said.

## Understanding weather empowers the Filipino nation

After studying the trends and statistics of weather-related disasters in the country, WeatherPhilippines felt the need to create a WeatherWiser Nation that empowers the Filipino public with weather knowledge and enables them to prepare for adverse weather conditions.

This idea inspired the Weather 101 program of WeatherPhilippines, which laymanizes and contextualizes weather concepts for business, governance, and socio-economic development. The Weather 101 program modules are customized for every stakeholder's situations and needs:

### PUBLIC SECTOR

WeatherPhilippines is implementing Weather 101s with previously trained LGUs to aid them in disaster preparedness, and in timely response to variable weather conditions. This initiative is part of a long-term engagement plan with the public sector, which started with training LGUs nationwide on how to install a weather station, and how to access [weather.com.ph](http://weather.com.ph).

The Weather 101s for LGUs explain weather terminologies in line with the prevalent weather conditions of the LGU's location, and include typhoon-tracking simulations as well. These exercises aim to add structure and substance to the LGU's proactive disaster-preparedness programs.

### PRIVATE SECTOR

WeatherPhilippines seeks to strengthen the nation's economy by empowering businesses to become weatherwiser.

Weather 101s for the private sector focus on key weather elements that affect one's business. The typhoon-tracking exercises can be a part of the company's risk-mitigation simulations, and emergency-response activities.

Moving forward, WeatherPhilippines plans to integrate weather into agricultural preparedness and resiliency, tourism, and agro-fisheries. This will be done through a sustainability program that establishes training partnerships with these organizations, and engages thought leaders who will support this initiative.

# Corporate Social Responsibility

## RAFI's Kool Adventure Camp promotes Disaster Response Principles at RESCYouth 2014

- 100 young participants acquired invaluable skills and principles on disaster preparedness and situational awareness
- RESCYouth 2014 is led by the office of Sen. Bam Aquino who chairs the Senate Committee on Youth and Entrepreneurship

Clear communication, smart planning, decision making, resource mobilization, crisis management and collaboration are disaster response principles promoted in simulation activities in the Responsive, Empowered, and Service-Centric Youth (RESCYouth) 2014 held last November 6 and 7.

Ramon Aboitiz Foundation, Inc. – Kool Adventure Camp (RAFI-KAC) facilitated the simulation activities for 100 young people from different organizations that have existing Disaster Risk Reduction (DRR) programs and projects in the Philippines.

“The simulation activities enabled us to have a more engaging learning. It was so real that we were really sweating. The principles behind each of the activity are really effective and important during DRR. But, personally, being a responder, to be calm, prepared and proactive also really matter,” said Dionisio Macasait, vice-president of Javierians, a youth organization from Leyte, one of the areas hardest hit by super typhoon Yolanda in 2013.

“The target of RESCYouth is equipping the youth with the skills and principles for disaster



**LEARNING TEAMWORK.** Challenge Team “Salbabida” (life jacket) members, with KAC Youth Development Facilitator Leomil Urpiana standing in background, work together to transport a basket stretcher, a Rescue Lift challenge during the KAC simulation activity.

preparedness and situational awareness so we align by their objective in that way,” explained Marie Sol Gonzalvo, RAFI-KAC deputy director for Youth Development Programs.

The simulation activities led by KAC were the highlight challenges during the two-day RESCYouth workshop led by the office of Sen.

Bam Aquino.

“To be empowered is the spirit we want to harness, spread and strengthen. If we work with each other, there is so much we can do for each other and for our fellow countrymen. This is our agenda in RESCYOUTH. We want to have this bigger and better annually to be a powerful network of young Filipinos who believe and make a difference,” said Sen. Aquino, chairman of the Senate Committee on Youth and Entrepreneurship.

“We hope RAFI will still be there to be our partner in the coming more RESCYouth summit,” he added.

Aside from the simulation activities, the two-day workshop enabled the youth participants to actively exchange ideas on best DRR practices, leading to the creation of new schemes that would enhance current DRR management program in different areas of the country.



**PERLAS AWARDEE.** Dominica B. Chua, Chief Operating Officer of Ramon Aboitiz Foundation, Inc. (RAFI), proudly displays the trophy the foundation received at the 26th Perlas Awards of Philippines Foundation, which recognizes both individuals and institutions who have made a difference in the community by their leadership, involvements and efforts. RAFI was recognized for its extensive relief and restoration programs for survivors of super typhoon Yolanda and the Bohol earthquake.

# Corporate Social Responsibility

## Cash aid for Samar families affected by Typhoon Ruby

- **RAFI opted to send cash aid to help families acquire necessities such as building materials for home repair**
- **Target beneficiaries were identified based on assessment by the Diocesan Social Action Center of Catarman**

Following consultation talks with its partner organizations in Samar province, the Ramon Aboitiz Foundation, Inc. (RAFI) opted to send cash aid for families, particularly those in Northern Samar, to help them recover from the damage brought by Typhoon Ruby last December.

According to Marge Gravador, Executive Director of the RAFI Integrated Development Unit, around 1,600 families from Lope de Vega, Lapinig, Mapanas, Gamay, and Mondragon towns in Northern Samar received cash donations to help them acquire other necessities such as building materials for home repair.

The target areas were identified based on

the assessment report by the Diocesan Social Action Center of Catarman (DSAC), an organization that worked with RAFI after Typhoon Ruby tore through the Visayas and Southern Luzon.

RAFI also partnered with SHIFT Foundation, which is based in Mondragon, Northern Samar and the International Rescue Committee in their disaster relief initiatives.



**RESPONDING TO THE CALL.** RAFI sent a team to Samar shortly before Christmas to speak with residents and conduct assessment, which the foundation used as basis in determining the form of assistance it would extend.

## WWF: Cebu is #6 PH city most vulnerable to climate change

Cebu City has been identified as sixth most vulnerable metropolis to impacts of climate change in the Philippines. This was the result of a four-year study on “Business Risk Assessment and the Management of Climate Change Impacts” conducted by World Wide Fund for Nature (WWF) Philippines in partnership with BPI Foundation.

WWF Philippines National Advisory Council

Vice Chairman and former President and CEO Lory Tan presented the findings at the Ramon Aboitiz Foundation, Inc. Eduardo Aboitiz Plenary Hall in Parian, Cebu City last February 20.

Looking at 16 key cities in the country, the study focuses on helping city planners and decision-makers assess climate change impacts, identify opportunities, and decide on a sustainability strategy, site-specific

interventions, and standards of next practice. This information will enable cities to retain economic viability and respond more competitively in a climate-defined future.

The cities covered over the last four years were: Baguio, Cebu, Davao, and Iloilo in 2011; Cagayan de Oro, Dagupan, Laoag, and Zamboanga in 2012;

Angeles, Batangas, Naga, and Tacloban in 2013; and Butuan, General Santos, Puerto Princesa, and Santiago in 2014.

In his analysis presentation of the study, Dr. Tan told those present that Cebu province should boost food self-sufficiency, improve water management, and reduce carbon footprint. He added that six of the 80 barangays of Cebu City have a high threat of flooding while 18 are of moderate threat.

Present during his presentation were stakeholders in the Mega Cebu project, including Cebu City Mayor Michael Rama and Provincial Disaster Risk Reduction and Management Officer Baltazar Tribunalo.

The event was part of the Understanding Choices Forum program of the Eduardo Aboitiz Development Studies Center (EADSC) under RAFI's Leadership & Citizenship focus area, which aims to build a community that is ready to effect change. RAFI's other focus areas are Integrated Development, Microfinance & Entrepreneurship, Culture & Heritage and Education.



**PREPAREDNESS IS KEY.** WWF Philippines's Lory Tan speaks to stakeholders of the Metro Cebu Development and Coordinating Board to discuss the findings of their four-year study on climate change impacts on 16 key cities of the country.

# Corporate Social Responsibility

## RAFI and SM Foundation's programs for Bogo City Yolanda survivors

- **RAFI will organize the community and provide livelihood and skills training as well as values formation and social services**
- **SM Foundation-RAFI communities will be built, bringing quality rehabilitation and recovery services to Brgy. Pulambato**

As part of continuing efforts to help Yolanda survivors recover, the Ramon Aboitiz Foundation Inc. (RAFI) and SM Foundation, Inc. (SMFI) have teamed up to provide "quality rehabilitation and recovery services" for beneficiaries living in SM's resettlement site in Brgy. Pulambato, Bogo City, Cebu.

SMFI had already turned over 200 homes to selected beneficiaries in the community during Yolanda's anniversary in November. For its part, RAFI will continue to assist in getting the community fully back on its feet.

Marge Gravador, RAFI Integrated Development Unit Executive Director, said the foundation sets a two-year target and for programs to be fully in place by 2015.

As stipulated in the Memorandum of Agreement between the two parties, RAFI will also implement community organizing, livelihood and skills training programs, and values formation and social services programs. It has already developed an enrolment program for identifying families qualified for resettlement.

Other projects RAFI is pursuing include implementing social preparation programs



**NEW HOMES, NEW BEGINNINGS.** Aside from these colorful houses they received from SM Foundation Inc. (SMFI), survivors of Super Typhoon Yolanda in Bogo City, Cebu would also get social development support from RAFI.

together with the local government of Bogo City, ensuring that community organizing and community development programs are incorporated in all aspects of the construction of the houses and other communal structures, and providing volunteers for values formation

and community development programs.

SM Foundation and RAFI will integrate their resources and strengths towards providing quality rehabilitation and recovery services for survivors of Typhoon Yolanda by building and developing SM Foundation-RAFI communities.



**ROADS FOR THE COMMON GOOD.** Ramon Aboitiz Foundation, Inc. President Roberto Aboitiz (holding certificate) and Cebu City Mayor Michael Rama (to REA's right) lead Mega Cebu officials and representatives in receiving the 'Bayanihan sa Daan' Award at the Kalayaan Hall of the Malacañan Palace last November 27. The award recognized individuals, local government units, and civil society organizations promoting road sharing for pedestrians, environment-friendly transport, and sustainability.

# Corporate Social Responsibility

## RAFI, DepEd and Cebu LGUs to build schools and daycare centers

- Multi-storey school buildings are coming in 10 identified areas experiencing an acute shortage of classrooms
- 14 early learning centers worth around P14M will be built in as many barangays



**A STRONGER PUSH FOR EDUCATION.** Cebu Governor Hilario Davide III and RAFI President Roberto Aboitiz (4th and 5th from left, respectively) at the Capitol Social Hall lead local government officials in signing agreements for the construction of school buildings in 10 Cebu towns.

The Cebu Provincial Government, local government units (LGUs), and the Department of Education (DepED) have each signed separate agreements with the Ramon Aboitiz Foundation Inc. (RAFI) on the construction of multi-storey school buildings in 10 identified areas where there is acute shortage of classrooms.

Anthony Dignadice, RAFI Education Development Unit executive director, said the agreement signing last February 6 was a result of RAFI's effort to collaborate with concerned sectors to help address the problem of classroom shortage in Cebu.

"One of our strategies in RAFI is collaboration. In the Education Development Unit of RAFI,

we have been partners with LGUs and other stakeholders. Since last year, we established a partnership with the (Cebu) Provincial Capitol in terms of delivering our education programs," he said of the P110-million project.

Under these agreements, LGUs are required to provide institutional, technical, and operational support in the implementation, monitoring and evaluation of the project and facilitate compliance with the required permits.

DepED, on the other hand, will provide institutional support and ensure smooth implementation of the project. It will also have custodial and maintenance responsibility over the completed school buildings and provide the

needed teachers and school fixtures.

In addition, RAFI has entered into separate agreements with officials of three towns and one city in Cebu on the construction of 14 early learning centers worth around P14 million.

Represented by Ma. Cristina C. Aboitiz, chair of RAFI-Dolores Aboitiz Children's Fund (RAFI-DACF) executive committee, RAFI and the chief executives or the representatives of Talisay City and the towns of Argao, Aloguinsan and Asturias signed tripartite agreements to build a daycare center in 14 barangays.

RAFI-DACF's early learning center construction program started in 2011 and has already built 60 daycare centers all over Cebu.

# Corporate Social Responsibility

## RAFI, partners to fund YMA scholars' projects

- Scholars tackled urban development problems, disaster risk reduction and management issues, and climate change adaptation
- YMA aims to develop young people into responsible and accountable leaders and proactive citizens serving public interest

After eight months of rigorous competence-building and character-strengthening learning sessions, the latest batch of scholars of Ramon Aboitiz Foundation, Inc. (RAFI) Young Minds Academy (YMA-8) capped off their experience with the Best of Young Minds Conference, Awards, and Graduation ceremony last November 29. The activity featured the scholars' presentation of their proposed community-based projects to the Ramon Aboitiz Foundation, Inc. (RAFI) and its partner institutions for further implementation and replication.

The seven projects address urban development problems, issues on disaster risk reduction and management, and climate change adaptation, or DRRM-CCA, and were shortlisted from proposals of 89 scholars.

Prior to this, 11 proposals using various approaches and strategies were pilot tested in October, with the teams presenting the results and accomplishments to a panel of evaluators at a pre-conference on November 22.

Aside from implementing community-based projects, select YMA-8 scholars also designed



**YMA-8 MINDS.** RAFI-EADC Dir. Evelyn Nacario Castro (front, second from left) with the RAFI team and partners join scholars of Young Minds Academy Season 8.

and implemented social marketing initiatives that support a DRRM-CCA cause.

YMA is a youth leadership and citizenship development program of the RAFI – Eduardo Aboitiz Development Studies Center aimed at helping young people become responsible and accountable leaders and proactive citizens ready to serve public interest. This is done through

awareness raising, experiential education, immersion, and open discourse, among others.

Nurturing future leaders and influencers ready to effect change, YMA is under RAFI's Leadership & Citizenship one of its focus areas, which also include Integrated Development, Micro-finance & Entrepreneurship, Culture & Heritage, and Education.

## 'Sinug sa Casa Gorordo' proceeds despite museum's temporary closure

Keeping the Gorordo family and Cebu Parian district's traditions, the Ramon Aboitiz Foundation, Inc. (RAFI) carries on with the annual "Sinug sa Casa Gorordo" even as the museum itself is closed for upgrading.

The Sinug and other traditions of the Gorordo family has been celebrated by the museum as part of RAFI's pledge to conserve aspects of local heritage that contribute to Filipino cultural identity.

Long-time Sinug "beat keeper" Titang Diola may no longer around (she died in March 2013 at age 88) but RAFI continues on with the house tradition and staged it last January 19 on Lopez

Jaena Street, in front of the RAFI Eduardo Aboitiz Development Studies Center.

The more popular Sinulog and Titang's Sinug differ in many ways. The less known Sinug dance has its own fixed format and unique beat with steps not present in the Sinulog, despite both dances paying homage to Señor Sto. Niño.

The dance narrates the coming of Christianity to the Philippines, the conflict between the locals and the Spaniards, and eventual peace between the two forces through the intercession of the Sto. Niño.

The Sinug has been held on the Monday

following the fiesta of the Señor. The Gorordos and other Parian families wishing to pray for the souls of departed loved ones in this special way also invited Sinug dancers. Believing that the dance ritual is worth preserving for the next generations to witness and experience, RAFI's Culture & Heritage Unit has supported the group's efforts to ensure that the Sinug tradition lives on.

Meanwhile, Casa Gorordo Museum, home of the Sinug, has been closed since September to give way to an upgrading program that will bring the facility at par with world-class museology standards.

## Survival of the fittest: Preserving hawksbill turtles in Davao City

- **Worldwide hawksbill population has declined due to habitat destruction, coastal development, poaching, and natural predators**
- **In 2014, 1,803 eggs were laid through the pawikan conservation project of the Aboitiz Cleanergy Park in Punta Dumalag, Davao City**

Studies reveal that a mother Hawksbill turtle or pawikan lays an average of two to five clutches (eggs in a nest) per season with an average of 110 to over 200 eggs per clutch. That's around 1,000 eggs from each mother pawikan yet the survival rate is only 1%, or only 10 pawikans reach adulthood. The mother nests at intervals of two to four years and between three to six times per season with the eggs incubating for about 60 days.

In the Philippines—and even in other parts of the world—the Hawksbill turtle population is rapidly deteriorating such that this type of pawikan is now listed by the Department of Environment and Natural Resources as critically endangered.

The causes of their decline include habitat destruction, coastal development, poaching of eggs and adult turtles, and even natural predators like birds, fish, crabs, lobsters, and even dogs. But more these, it's humans who are the biggest cause of the diminishing number of pawikans as their beautiful shell is used to make many types of jewelry.

Sea turtle hatchlings eat a variety of prey including mollusks and crustaceans, hydrozoans, sargassum sea weed, jellyfish, and fish eggs. Unfortunately, hatchlings also mistake garbage, e.g. plastic and cellophane, for food and ingest them, leading to their deaths.

The pawikan conservation project at the Aboitiz Cleanergy Park in Punta Dumalag, Davao City is one example of how private sector is helping save Hawksbill turtles from complete extinction. It is also believed to be a long-time nesting place for Hawksbill turtles and a Marine Protected Area since 2003.

With the help of the Aboitiz Foundation through Davao Light, traces of pawikans have increased with the number of recorded eggs



**PREPARING FOR RELEASE.** Newly hatched pawikans are transferred from their fenced artificial nest to a basin prior to their release to the sea.

laid. Just last January 20, the utility company's team members led by Fermin Edillon, Reputation Enhancement Manager, together with barangay officials headed by Brgy. Captain Nestor Cirunay, released 158 pawikan hatchlings.

The hatchlings were from the ninth nest found last year. The 10th and the last batch of eggs laid in 2014 are expected to hatch in February 2015. In 2014 alone, a total of 1,803 eggs were laid at the Aboitiz Cleanergy Park.

Still, this is not a guarantee that 100% survival will be achieved once the hatchlings are released out into the sea. As mentioned, other

factors such as human commercial exploitation, marine pollution, and predators still have to be considered.

Hence, the move to create public awareness is imperative. This is especially vital among those living near the Aboitiz Cleanergy Park and other identified nesting areas in the country. Participating in coastal clean-ups or just simply not throwing garbage into bodies of water, which end up in the ocean, is already a big help.

Remember, preserving the pawikans would also mean preserving the natural beauty of the Philippines and its wonderful species.

## Taking a step in the healthier direction

The Aboitiz offices at NAC Tower in Manila currently feature signs beside the elevator switches that encourage you to burn those calories and take the stairs.

Robert McGregor, AEV Chief Strategy and Investment Officer, certainly took this message to heart when he decided that the best way to train for the annual Green Power 50-kilometer (km) hike in Hong Kong was to use those stairs rather extensively.

The Green Power Hike is the premier event in the hiking calendar, and a source of funding for the charitable institution, Green Power, that was founded in 1988 to improve Hong Kong's wildlife species, habitat, and environment. It is advertised as a 50-km hike on the Hong Kong Trail and participants are allowed 15 hours to finish.

In the last two Green Power Hikes, McGregor managed to return times close to nine hours. Robert decided that anything less than 10 hours would be a good result this time round. However, the big difference this year was that McGregor had to prepare for this challenge on the flat streets of Bonifacio Global City instead of Hong Kong – and that's where the NAC Tower stairs came to prominence.

"I had a five-day spell in hospital in mid-

December last year that put a huge question mark over my ability to participate in this year's event. It certainly disrupted my preparation. The hike is far from flat and has many climbs and descents – thanks to my activity tracker; I can now tell you that it is the equivalent of climbing 450 floors and coming down again," McGregor says.

"But I was behind schedule—I had only flat streets and I knew that I needed to climb many steps on the trail, so I decided that I would stop using the elevators at NAC Tower. Each day I came to work and walked the stairs to the 20th floor. At lunchtime I walked down to the 8th or to the ground, and I walked up again. I walked down each night. I had six weeks to prepare and these stairs were key to being able to finish the hike," McGregor adds.

As a result, McGregor crossed the finish line in less than 10 hours – having done over 65,000 steps, expended almost 6,000 calories, having climbed 456 floors, and taken on board nine liters of fluid and eight bananas!

"There is an incredible feeling of satisfaction to finish an event that demanded such a concerted effort over such a long day. On more than one occasion, I found myself thanking my lucky stars for the time spent going up and down

those stairs in NAC Tower," he says.

McGregor adds: "The nice thing is that I actually feel that participation in an event like this is something that Aboitiz would actively encourage – it raises money for a good cause, it keeps the employee fit and healthy, and in my case, it stops a 55-year-old from being a couch potato."

"But I can tell you that I won't be taking those stairs again anytime soon," he chuckles.



## Davao Light's video and photo contests promote sustainable electricity use

- Out of 41 entries, videos from Ateneo de Davao University and Holy Cross of Davao College students were the top 3 winners
- Photography contest adopted a different weekly theme to raise awareness on power and its safe and sustainable use

Mindful of the current power situation in the country, Davao Light & Power Co. launched a social media campaign to promote awareness on the sustainable use of electricity. This was through a video-making contest opened to students studying in colleges and universities within Davao Light's franchise. The program was also intended to hone the skills of the future filmmakers.

Within a one-month period, the contest garnered a total of 41 video entries. All were vying for the prizes at stake which were P25,000 for the 1st Placer, P10,000 for the 2nd Placer and P5,000 for the 3rd Placer.

Davao Light President Jim Aboitiz, Aboitiz Equity Ventures, Inc. Assistant Vice President (AVP) for Sustainability Maria Luisa Marasigan and local filmmakers Rudolph Alama and Kenneth Ryan Bajo pre-judged the contest entries. The awarding ceremony followed last December 12 at the SM City Davao Annex Activity Center.

Among the numerous entries, the "Power Tatay" video entry of the Ateneo de Davao University (AdDU) Mass Communication students stood out from the rest, winning 1st place, while two groups from Holy Cross of Davao College (HCDC) grabbed 2nd and 3rd places for their entries entitled "Replace. Reduce. Generate" and "Be a Light."

The rest of the participants did not go home empty handed as they also received P3,000 and P1,500 consolation prizes.

"Though a newbie to this field, we are very grateful of the overwhelming response that we received in our contest. We only asked for 20 but we received 41 well-thought-out and executed videos. We hope to see more

from these students in our next video-making contest." said Rossano Luga, AVP for Reputation Enhancement.

All video entries may be viewed on Davao Light's YouTube channel, Davao Light Corp Comm.

In addition to the short video contest, Davao Light also launched in the last quarter of 2014 its first online photography contest, aimed at creating awareness on the electric industry as well as promoting sustainable and safe use of electricity.

The contest ran weekly with different themes per week, namely "What if electricity was never invented?", electrical safety tips, sustainability, Davao Light at work, customer service, and electrical safety and energy conservation.

"We are grateful with the response that we received from our netizens for the photography contest. We discovered how creative they were in capturing each of the theme's messages. This year, we will launch a bigger and more exciting contest which we hope to be participated in by many photography enthusiasts," said Luga.



**DAVAO LIGHT, CAMERA, ACTION.** Students from all over Davao and surrounding towns enthusiastically participated in the company's 1st Short Video-Making Contest last December. AdDU's Power Tatay took home the 1st Prize and the Most Viewed Video award.

## Aboitiz Race to Reduce

An update on our group-wide sustainability initiative towards efficient resource consumption.

FULL YEAR 2014

268 

total facilities enrolled in 2014

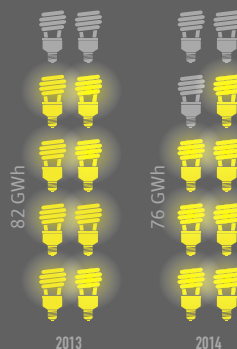
Enrolled facilities  
per category

 253

 246



**Most Proactive Business Unit**  
(Earliest to submit report)  
**APRI MakBan**  
and **SNAP Group**



6 GWh 

decrease in power consumption

### Reasons of decrease in consumption

- Though there was an increase in the enrolled facilities (Banking), some of the actual consumption was not monitored
- There were consumption not monitored since the same are included already as part of the monthly rental bill (no control over the electric meter)



43% 

less water consumed

### Reasons for decrease of consumption

- Repaired leaks
- Lower no. of OT rendered
- There were consumption not monitored since the same are included already as part of the monthly rental bill (no control over the water meter)



**BIODIVERSITY PROJECT.** Hedcor has entered into a wildlife inventory and biodiversity assessment project with UP Mindanao to conduct a survey of plants and animals as well as an evaluation and assessment of the biodiversity and the effects of Hedcor's environmental initiatives within Mt. Apo Natural Park in Sibulan, Sta. Cruz, Davao del Sur. A five-year biodiversity enhancement action plan will also be outlined in the said area, which is also home of the 42.5-MW Sibulan Hydros and the 14-MW Tudaya Hydros. Signing the agreement are (seated from left) Hedcor consultant Dr. Bo Puentespin, Hedcor Vice President Rolando Pacquia, UP Mindanao Chancellor Sylvia Concepcion, and assistant professors Fritzie Camino and Marion John Achondo. Behind them are Hedcor Environmental Initiatives Officer Junessa Guimalan, UP Vice Chancellor Antonio Obsioma and Instructor Catherine Otero who witnessed the signing.

## Risk Fix: Basic Personal Security Tips

One industry expert was heard to have said that he actually wonders about all the high profile security attacks and how many of those incidents are actual brute force attacks by “cyber militia or hackers” or were they really done through social engineering attacks.

One industry expert was heard to have said that he actually wonders about all the high profile security attacks and how many of those incidents are actual brute force attacks by “cyber militia or hackers” or were they really done through social engineering attacks.

Internet or IT Security has had high visibility amongst many of us in the recent days either due to Corporate requirement of implementing 2 Factor Authentication or some high profile hacking incidents like that of SONY, JPMorgan, and the infamous attack on the iCloud.

One can categorize computer attackers into two types: skill and focus. Most attacks are both low-skill and low focus. These low end attacks include millions of random spam emails, and thousands of scans into our corporate network on a daily basis. With this type of attack, they simply hope to get lucky that a “port” would unintentionally be left open or that somewhere along the way someone will fall for the ruse.

Another type of attacker would be “low focus, but highly skilled”. This can be deemed a more serious type of attack utilizing techniques as “zero-day” vulnerabilities (Zero-day vulnerabilities are those malware or viruses which have just been released and have not yet been recognized by the antivirus or security programs). This is the type of attack which affected both JPMorgan and Target.

But the most serious type of attacker would be “high skill and high focus” or sometimes called “targeted attacks”. This type of attacks are done by highly skilled people who have a specific target

-- and a good example of this was the SONY attack.

Statistics show that data loss due to cyber attacks is primarily done through social engineering attacks and not brute force attacks on a data center. So the rest of this article will focus on your role in helping to protect corporate data.

### Phishing

The most prevalent attack on the individual is what we call phishing.

Phishing (pronounced “fishing”) is a kind of identity theft using fraudulent websites and false emails where perpetrators attempt to steal your personal data – most commonly passwords and credit card information.

Criminals gain this information by sending you links to sites that look like sites you trust, such as your online banking provider or social networks, and are able to steal your data as you enter it.

Here are some tips to keep in mind:

A. Don't submit, go direct. Be very wary of emails asking for confidential information – especially information of a financial nature. Legitimate organizations will never request sensitive

information via email, rather, they would ask you to login to their site and provide information there.

B. Don't panic. Phishers like to use scare tactics, and may threaten to disable an account, charge you fees or delay services until you update certain information. If your



**Eye Tech**

By Hoton Elicano

bank or credit card company sends a warning message saying that your account has been compromised and you need to click through an emailed link to “verify your account information,” DON'T. Banks and credit card companies don't communicate that way.

C. Don't click. Never use links in an email to connect to a website unless you are absolutely sure they are authentic. Instead, open a new browser window and type the URL directly into the address bar. Often a phishing website will look identical to the original – look at the address bar to make sure that this is the case.

D. Don't try to “win” anything. Seriously! Phishing is done with more than emails. Contests are big: “Win a free iPad!” or “Get a \$500 Gift Card!” The come-ons are all over the web. All you have to supposedly do to get this awesome gift is click on a link that is likely to take you to a toxic site.

E. Get security. Your corporate laptop should have antivirus software installed on it. Additionally, you can install a browser add-on like Web of Trust (it's free) which automatically blocks known toxic or dangerous websites.

### Password

Aside from phishing attacks where you are tricked into sharing or voluntarily giving your password, there are some basic tips on using



**One can categorize computer attackers into two types: skill and focus. Most attacks are both low-skill and low-focus.**



and creating passwords.

1. Do not use a common password amongst websites.

Let's face it, on a daily basis, you probably have to remember anywhere from 3 to 8+ passwords to access: your laptop, your email, Success Factors, Oracle, Facebook, Twitter, and so much more. So there is a very strong tendency to reuse passwords. DON'T!

Once one of the websites is compromised, hackers tend to try other websites as well using the same password. Effectively, the security of all your websites is dependent on the weakest link.

2. Remember the Underwear Meme

The saying goes like this: Passwords are like underwear. You should change them often (okay, maybe not every day). Don't share them. Don't leave them out for others to see

(no sticky notes!).

- a. Use strong passwords

To create a strong password, you should use a string of text that mixes numbers, letters that are both lowercase and uppercase, and special characters. It should be eight characters, preferably many more. A lot more. The characters should be random, and not follow from words, alphabetically, or from your keyboard layout.

- b. Multiple sites

Our first tip to passwords is not to use the same password for different sites. We then showed you one way of strengthening your password. But it's still madness to try to remember individual passwords for multiple sites.

One more trick to passwords, is to append a part of the site to your strong password

at the beginning or at the end. For example, if I were to use the strong password as my base – Kr0yw3^ – my password for Facebook can be = Kr0yw3^.FB and Kr0yw3^.TWTR for a Twitter account.

- c. Don't write it down

Well, at least that's the best practice. But even I am challenged to remember all of these. If you must write it down, here are some final tips"

- If you have to write it down, don't write password or pwd or pword beside it
- Maybe write down an extra character which only YOU know is really not part of the password. Inversely, you can leave it one character short, as long as you remember what that last character is.

These tips and tricks are not the only solutions and neither are they meant to be 100% foolproof. But this definitely cuts down the chance of security risk tremendously.

Privacy is not for the passive. Everyone's security consciousness is our best weapon.

#### IT FUN FACTS:

When we used to deploy our own internal anti-spam, we would reject up to as much as 95% incoming mail as junk or spam. So the tons of email you get is only 5% of the total email we get daily. Today, this is handled automatically for us by Google. We literally have thousands of people scanning our network on a daily basis, checking if we had left a window or a backdoor open to see if they can infiltrate our network.

Ever wonder what the difference between phishing and spearphishing is? What about whaling? **Phishing** attacks are generally exploratory attacks targeted at a broad audience. **SpearPhishing** is a targeted version of phishing that usually focuses on a specific company and combines tactics such as sender impersonation, personalization, etc and are of a much more sophisticated manner. **Whaling** is very similar to spearphishing, but is a more specific form of attack targeted at corporate upper management with the intent of obtaining confidential company information.

## Warren Buffett's 2014 Letter to Berkshire Hathaway Shareholders

Summarized By Endika M. Aboitiz, Jr.



### CAPITAL ALLOCATION FLEXIBILITY

We prefer owning a non-controlling but substantial portion of a wonderful company than 100% of a so-so business. IT'S BETTER TO HAVE PARTIAL OWNERSHIP IN THE HOPE DIAMOND THAN TO OWN ALL OF A RHINESTONE. Our willingness to invest large sums passively in non-controlled businesses gives us a significant advantage over companies that limit themselves to acquisitions that they operate.

EACH PURSUIT TEACHES LESSONS THAT ARE APPLICABLE TO THE OTHER. SOME TRUTHS CAN ONLY BE LEARNED FULLY THROUGH EXPERIENCE. There are certain things that cannot be adequately explained to a virgin either by words or by pictures.

### TWO SEPARATE SKILLS:

- Evaluation of investments
- Management of a business

WB - a bet on the ever-rising US prosperity to be very close to a sure thing.

### BUILD INTRINSIC VALUE BY:

- Constantly improving the basic earning power of our many subsidiaries
- Further increasing their earnings through bolt-on acquisitions
- Benefiting from the growth of our investees
- Repurchasing BH (Berkshire Hathaway) shares when they are available at a meaningful discount from intrinsic value
- Making an occasional large acquisition

-Maximize results by rarely, if ever, issuing BH shares

THAT OLD LINE - "The other guy is doing it, so we must as well," spells trouble in any business, but none more so than in insurance

SIMPLY PUT, INSURANCE IS THE SALE OF PROMISES. The customer pays money now, the insurer promises to pay in the future should certain unwanted events occur. BERKSHIRE PROMISES HAVE NO EQUAL.

RISK. Stock prices will always be far more volatile than cash-equivalent holdings. Over the long term, however, currency-denominated instruments are riskier investments - far riskier investments - than widely-diversified stock portfolios that are bought over time and that are owned in a manner invoking only token fees and commissions. That lesson has not customarily been taught in business schools, where volatility is almost universally used as a proxy for risk - ITS DEAD WRONG. VOLATILITY IS FAR FROM SYNONYMOUS WITH RISK. If the investor, instead, fears price volatility, erroneously viewing it as a measure of risk, he may, ironically, end up doing very risky things. INVESTORS, OF COURSE, CAN, BY THEIR OWN BEHAVIOUR, MAKE STOCK OWNERSHIP HIGHLY RISKY. The fault, dear Brutus, is not in the stars, but in ourselves.

BH - ACQUISITION CRITERIA

-Large purchases unless it fits into one of our existing units

-Demonstrated consistent earning power (future projections are of no interest to us, nor are turnaround situations)

-Business earning good returns on equity while employing little or no debt

-Management in place (we cannot supply it)

-Simple businesses (if there's a lot of technology, we won't understand it)

-An offering price (we don't waste our time or that of the seller by talking, even preliminarily, about a transaction when the price is unknown)

-The larger the company, the greater will be our interest

-We will not engage in unfriendly takeovers

-We promise complete confidentiality. And a very fast answer

-We prefer to buy for cash

-We don't participate in auctions

### ADVANTAGE OF A CONGLOMERATE

-The ability to move huge sums from businesses that have limited opportunities for incremental investment to other sectors with greater promise

-Ability to buy pieces of wonderful businesses

BH - WE ARE NOW THE HOME CHOICE FOR THE OWNERS AND MANAGERS OF MANY OUTSTANDING BUSINESSES.

### BERKSHIRE POSSESSESS:

-An unmatched collection of businesses,

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# Special Feature

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“

***Today Berkshire possesses (1) an unmatched collection of businesses, most of them now enjoying favorable economic prospects; (2) a cadre of outstanding managers who, with few exceptions, are unusually devoted to both the subsidiary they operate and to Berkshire...***

– Warren Buffett

most of them enjoying favorable economic prospects

–A cadre of outstanding managers who, with a few exceptions, are unusually devoted to both the subsidiary they operate and to Berkshire

–An extraordinary diversity of earnings, premier financial strength, and oceans of liquidity that we will maintain under all circumstances

–A first choice ranking among many owners and managers who are contemplating selling their businesses

– In a point related to the preceding item, a culture, distinctive in many ways from that of most large companies that we have worked on for 50 years to develop and is now rock solid.... These strengths provide us a wonderful foundation on which to build.

## FINANCIAL SYSTEM

- A large reliable stream of earnings
- Massive liquid assets
- No significant near-term cash requirements

WHEN BILLS COME DUE, ONLY CASH IS LEGAL TENDER. DON'T LEAVE HOME WITHOUT IT

WE WILL NEVER PLAY RUSSIAN ROULETTE WITH FUNDS – even the metaphorical gun has 100 chambers and only one bullet.

## CHOOSING THE CEO

– Managing BH is primarily a job of capital allocation

– Coupled with the selection and retention of outstanding managers to captain our operating subsidiaries

– And the replacement of the subsidiaries' CEO, when called for

–BH CEO must be rational, calm, and decisive with a broad understanding of business and good insights into human behaviour

–It is important he knows his limits. “I am no genius, but I am smart in spots, so I stay around those spots.”

–Character is crucial

–He must be all-in for the company and not himself

–The CEO's behaviour has a huge impact on managers down the line

–BH will operate best if its CEOs average well over 10 years at the helm

ABC's of business decay

- Arrogance
- Bureaucracy
- Compacency

## THE BERKSHIRE SYSTEM

–BH would be a diffused conglomerate, averse only to activities that it could not make useful predictions

–Its top company would do almost all businesses through separately incorporated

subsidiaries whose CEOs would operate with extreme autonomy

–There would be almost nothing at conglomerate headquarters except a tiny office suite containing a Chairman, a CFO, and a few assistants who mostly help the CFO with audit, internal control, etc.

–BH subsidiaries would always prominently include casualty insurers

–There would be no significant system-wide personnel system, stock options system, other incentive system, retirement system, or the like because the subsidiaries have their own systems often different

–BH chairman would reserve only a few activities for himself

– He would manage almost all security investments, with these normally residing in BH casualty insurers

– He would choose all CEOs of important subsidiaries, and he would fix their compensation and obtain from each a private recommendation for a successor in case one was suddenly needed.

– He would deploy most cash not needed in subsidiaries after they had increased their competitive advantage, with the ideal deployment being the use of that cash to acquire new subsidiaries

–He would make himself promptly available for almost any contacts wanted by any subsidiary's CEO, and he would require almost no additional contact.

# Special Feature

– He would write a long, logical, useful letter for inclusion in his annual report, designed as he would wish it to be if he were only a passive shareholder, and he would be available for hours of answering questions at annual shareholders meetings.

– He would try to be an exemplar in a culture that would work well for customers, shareholders, and others incumbents for a long time, both before and after his departure.

– His first priority would be reservation of much time for quiet reading and thinking, particularly that which might advance his determined learning, no matter how old he became; and,

– He would also spend time in enthusiastically admiring what others were contemplating.

– New subsidiaries would be usually bought with cash, not newly issued stock

– BH would not pay dividends so long as more than \$1.00 of market value for shareholders was being created for each dollar of retained earnings

– In buying a new subsidiary, BH would seek to pay a fair price for a good business that the chairman could pretty well understand. BH

would want a good CEO in place, one expected to remain for a long time and to manage well without need for help from headquarters

– In choosing CEOs of subsidiaries, BH would try to secure trustworthiness, skill, energy, and love for the business and circumstances the CEO was in

– As an important matter of preferred conduct, BH would almost never sell a subsidiary

– BH would never transfer a subsidiary's CEO to another unrelated subsidiary

– BH WOULD NEVER FORCE A CEO OF A SUBSIDIARY TO RETIRE ON ACCOUNT OF MERE AGE.

– BH would have little debt outstanding as it tried to maintain

– Virtually perfect creditworthiness under all conditions

– Easy availability of cash and credit for deployment in times presenting unusual opportunities

– BH would always be user-friendly to a prospective seller of a large business. An offer of such a business would get prompt attention. No one but the chairman and one or two others at BH would ever know about the offer if it did

not lead to a transaction. And they would never tell outsiders about it

WHAT WAS BUFFETT AIMING AS HE DESIGNED THE BH SYSTEM

– Continuous maximisation of rationality, skills, and devotion of the most important people in the system, starting with himself

– He wanted win/win results everywhere – in gaining loyalty by giving it, for instance

– Decisions that maximised long term results, seeking from these decision makers who stayed long enough in place to bear the consequences of decisions

– Minimize the bad effects that would almost inevitably come from a large bureaucracy at headquarters

– He wanted to contribute personally to the spread of the wisdom attained

WITH EXTRA PLAYING TIME, THE BEST PLAYERS IMPROVED MORE THAN WHAT WAS NORMAL

“*... (3) an extraordinary diversity of earnings, premier financial strength and oceans of liquidity that we will maintain under all circumstances; (4) a first-choice ranking among many owners and managers who are contemplating sale of their businesses and (5) in a point related to the preceding item, a culture, distinctive in many ways from that of most large companies, that we have worked 50 years to develop and that is now rock-solid.*

– Warren Buffett





**“Bill is an extremely versatile team member with more than 25 years of experience in Hedcor. His leadership is built on a mix of this deep experience, his ability to mentor and guide his staff and his friendly and approachable personality. I am sure he has made a very positive impression on all the people that have worked with him, whether fresh from university or seasoned hydro experts, and they will remember him fondly throughout their careers.”**

Chris Sangster  
Hedcor SVP-Project Development

## 2014 DRAAE Awardee

# BILL HABOC

“Heart-stopping”—probably the best word to describe how Servillano “Bill” Haboc felt when he discovered he was last year’s Don Ramon Aboitiz Award of Excellence (DRAAE) Awardee.

“I could have suffered a heart attack if I had heart problems, but yes, the feeling was so great, I felt so honored, I could not even prevent my tears from falling. I choked and could hardly say a word because what I was feeling then was so overwhelming,” he recalls.

“I had no clue or idea until it was becoming obvious in the audio-visual presentation during the awarding night. I saw my picture with two other teammates who could not possibly be the awardees because the descriptions were not for them—it was obviously for me.”

The DRAAE is indeed a personal achievement, but for Bill Haboc, AVP for Project Development at Hedcor Sibulan, Inc., it is something he shares together with his wife and four children, who all had to transfer with him to Mindanao in 2006.

“The DRAAE means so much to me, especially to my family, as their support and understanding of my hard work and dedication to the company was given a recognition of the highest form,” the 51-year-old Civil Engineering graduate of Saint Louis University shares.

Since entering Hedcor in 1986 as a surveyor’s aide (rodman), Haboc has seen the growth of the company from a small firm into the country’s leading developer of run-of-river hydropower today.

“I like and enjoy building things, and Hedcor is the perfect place for work. My 29 years in Hedcor were full of challenges, excitement, and fun. It feels like it was just a few years ago,” Haboc says.

But even as Hedcor pursues profit, Haboc is also mindful of the equal importance of

the interests of people and planet in creating a Better World.

“We are developing projects with significant impact to everything around and the myriad of concerns from our stakeholders, so we should be able to demonstrate who we are to the community and stakeholders who are watching us,” he stresses.

Meanwhile, it was also at Hedcor where had a chance to meet his business role models, the late Ernesto Aboitiz (EA) and Roman S. Ronquillo (RSR)—two executives he considers his mentors at work.

Haboc fondly calls EA “The Hydro Addict.” “I cannot forget his favorite line every time it rains: ‘It’s raining money!’ EA will be saddened, though, when we see a river without a hydro plant,” he muses. On the other hand, Haboc remembers RSR as a man of principles “for his fatherly frankness, passion for teaching, and for sharing his wisdom.”

So at the end of the day, what is Haboc’s advice to would-be DRAAE awardees?

“I would like to make my answer here very simple and easy to remember: work diligently, do the right things by applying our corporate values, be honest and fair, live life, enjoy quality moments with your family, spend some time with friends, and stay healthy,” he says.



# People

## Additional Role



**Melinda Bathan**

Member  
AEV ManCom

Melinda has joined the AEV ManCom as Member in addition to her current role as FVP-Comptroller.



**Nancy Lim**

Member  
AEV ManCom

Nancy has joined the AEV ManCom as Member in addition to her current role as FVP-HRQ.



**Dante Pollescas**

Business  
Development Head  
AboitizPower Distribution

Dante has joined AboitizPower Distribution as Business Development

Head reporting directly to Jim Aboitiz, EVP & COO, in addition to his current role as EnerZone Group COO.

company continues up to the end of 2019 or until she reaches 63 years old.



**Ma. Chona Tiu**

FVP & CFO  
AboitizPower Distribution

Chona has been granted a service year extension beyond her mandatory retirement in 2017. Her

employment with the company continues up to the end of 2019 or until she reaches 62 years old.

## Resignation



**Juan Ignacio Aboitiz**

Account Manager  
AboitizPower Energy Sales

Juan has tendered his voluntary resignation in order to give full attention to his physical

health and well-being. He has been undergoing a series of medical treatment and therapy as part of his recovery process from a severe accident in the past.



**Flornelio Ediza**

HR and Admin Officer  
AEV HRQ

Nel has been transferred to AEV HRQ as HR and Admin Officer reporting directly to Marty

Macariola, Talent Retention Manager. Prior to this he was AEV Admin Officer.



**Joseph Gonzales**

FVP-General Counsel  
AboitizPower

Joseph has been transferred to AboitizPower and promoted to FVP-General Counsel reporting directly

to Antonio Moraza, AboitizPower President & COO. Prior to this he was AEV VP-Legal.



**Jonathan Gumtang**

Project Lead  
AEV iCSD

Jonathan has been transferred to AEV iCSD as Project Lead reporting directly to Francis

Cabanban, AVP-IT Architect.

## Service Extension



**Gabriel Mañalac**

SVP-Treasury Services  
AEV Treasury

Gabby has been granted a service year extension beyond his mandatory retirement in 2016. His

employment with the company continues up to the end of 2019 or until he reaches 63 years old.



**Susan Policarpio**

VP-Government Relations  
AEV Government Relations

Susan has been granted a service year extension beyond her mandatory retirement in 2016. Her employment with the



**Christopher Camba**

AVP  
AEV Government Relations

Chris has been transferred to AEV Government Relations as AVP reporting directly

to Ernest Villareal, SVP-Government Relations.



**Mary Ann Capistrano**

Business Risk  
Management Officer  
AEV Risk Management

Maan has been transferred to AEV Risk Management as Business Risk Management Officer reporting directly to Aldo Ramos, AVP-Risk Management.



**Harmone Naparota**

Security Systems and Information Specialist  
AEV Physical Assets Security

Harmone has been transferred to AEV

Physical Assets Security as a Security Systems and Information Specialist reporting directly to Andy Torrado, AVP Physical Assets Security. Prior to this he was an IT Support Specialist at AEV iCSD.

# People



**Nelson Perez**  
AVP-Finance/Accounting  
& PBR Reporting and  
Compliance  
AboitizPower Distribution

Nelson has been transferred to AboitizPower Distribution as AVP Finance/Accounting & PBR Reporting and Compliance reporting directly to Carlos Payot, AVP-Accounting Services and Power Distribution. Prior to this he was AVP-Finance, Accounting, & PBR Reporting and Compliance at VECO.



**Martin Yasay**  
AVP  
AEV Government  
Relations

Martin has been transferred to AEV Government Relations as AVP reporting directly to Ernest Villareal, SVP for Government Relations. Prior to this he was APRI AVP-Legal and Commercial Affairs.

reporting directly to Nancy Lim, FVP-HRQ. She was the APAC C&B Director of Microsoft Philippines, Inc. before joining AEV.

Anji graduated with a degree in Psychology from Centro Escolar University, a mini-MBA from the National University of Singapore, and has post-graduate Industrial Psychology units from De La Salle University.



**Felino Bernardo**  
President & COO  
APRI

Lino has joined APRI as President & COO reporting directly to Manny Rubio, AboitizPower Generation Group COO. He was Country General Manager at LIXIL Philippines/Singapore/Malaysia before joining APRI.

Lino graduated with a degree in Electrical Engineering from the University of the Philippines Diliman and is an alumnus of the Strategic Business Economics Program of the University of Asia and the Pacific.

An 8th AFLBS delegate and Aboitiz scholar, Djoanna graduated with a degree in Electrical Engineering from the University of the East and is a Registered Electrical Engineer.



**Marco Carlos**  
VP-SHEQ  
AboitizPower

Marco has joined AboitizPower as VP- Safety, Health, Environment, and Quality (SHEQ) reporting directly to Manny Rubio, AboitizPower Generation Group COO. He was Head of Safety and Environmental Management at Meralco before joining AboitizPower.

Marco graduated with degrees in Civil Engineering and Environmental and Sanitary Engineering from Mapua Institute of Technology, and an Advanced Methods of Environmental Management course from the University of Magdeburg in Germany.

## New Hires



**Kazimir Kira Ang**  
Junior Associate  
General Counsel  
AEV Lex

Kira has joined AEV Lex as Junior Associate General Counsel reporting directly to Leah Geraldez, AVP-Labor and Litigation. She was a Junior Associate at Gatmaytan, Yap, Patacsil, Gutierrez, & Protacio Law Firm before joining AEV.

Kira graduated with a degree in Legal Management, cum laude, and a law degree from the Ateneo de Manila University, and was admitted to the bar in 2012.



**Angelita Azuelo**  
VP-HR Operations and  
Talent Retention  
AEV HRQ

Anji has joined AEV HRQ as VP-HR Operations and Talent Retention



**Jerome Cachau**  
VP Business Development  
AEV

Jerome has joined AEV as VP Business Development reporting directly to Roman Azanza, FVP for Business Development. He was Director for Financial Business Development and Project Management at Kapsch TrafficCom before joining AEV.

Jerome graduated with Masteral degrees in Political Science from the Institut d' Études Politiques de Paris and Civil Engineering from Ecole Nationale des Ponts & Chaussées.



**Djoanna Joy Carandang**  
Tradng Analyst  
AboitizPower Energy  
Sales and Trading

EDjoanna has joined AboitizPower Energy Sales and Trading as Analyst reporting directly to Nonoy Laset, VP for Trading. She was an intern before joining AboitizPower.



**Almera Joyce Geralao**  
Application Specialist  
AEV Computer Services  
Division

Era has joined the AEV Computer Services Division as Application Specialist reporting directly to Orville Avila, Applications Management Supervisor. She was a Software Engineer at Webb Fontaine Asia, Inc. before joining AEV.

Era graduated with a degree in Information Systems from De La Salle University-Manila.



**John Maynard Guevara**  
Risk Manager  
AEV Risk Management

Jay has joined AEV Risk Management as Risk Manager reporting directly to Annacel Natividad, VP Financial Risk Management. He was a Senior Client Manager at Marsh Philippines, Inc. before joining AEV.

Jay graduated with a degree in Philosophy, Minor in Psychology from the University of the

# People

Philippines–Diliman and a masters degree in Business Administration from the Ateneo de Manila University Graduate School of Business.



## **Arlly Lopez**

Tax Auditor  
AEV Lex

Arlly has joined AEV Lex as Tax Auditor reporting directly to Joseph Tugonon, VP Tax

Advisory and Compliance. She was a General Accountant at Kandaya Resort before joining AEV.

Arlly graduated with a degree in Accountancy from the University of San Carlos–Cebu and is a Certified Public Accountant.



## **Rendell Ng**

Finance Manager  
AEV Corporate Finance

Rendell has joined AEV Corporate Finance as Finance Manager reporting directly to

Robin Sarmiento, AVP Strategy and Corporate Finance. He was a Financial Planning and Analysis Senior Specialist at Globe Telecom before joining AEV.

Rendell graduated with a degree in Management Engineering, Honorable Mention, from the Ateneo de Manila University and is a Level–3 CFA Program Passer.



## **Rodrigo Rellama, Jr.**

Trader  
AboitizPower Energy Sales and Trading

Rodrigo has joined AboitizPower Energy Sales and Trading as

Trader reporting directly to Jayson Jamandra, Trading Manager. He was an intern before joining AboitizPower.

A 6th AFLBS delegate and Aboitiz scholar, Rodrigo graduated with a degree in Electrical Engineering from the Technical Institute of the Philippines and is a Registered Electrical Engineer.



## **Glairthe Rufino**

Market Analyst  
AboitizPower Energy Sales and Trading

Glairthe has joined AboitizPower Energy Sales and Trading as

Market Analyst reporting directly to Lee Ann De Leon, Market Monitoring & Tariff Manager. She was a business consultant at New Alchemy before joining AboitizPower.

Glairthe graduated with a degree in Mathematics from Mindanao State University–Iligan Institute of Technology.



## **Darvette Joseph Sagad**

Research Analyst  
AEV Strategy and Corporate Finance

Darvette has joined the AEV Strategy and Corporate Finance team

as Research Analyst reporting directly to Ricky Lacson, VP Strategy. He was a Research Analyst for Corporate Solutions at NASDAQ OMX before joining AEV.

Darvette graduated with a degree in Commerce, Major in Financial Management from the University of Santo Tomas.



## **Doris Sharry Salazar**

Associate General Counsel  
AEV Lex

Sharry has joined AEV Lex as Associate General Counsel reporting directly

to Joseph Gonzales, VP Legal & Commercial Transactions. She was a Legal Specialist Consultant at ADB before joining AEV.

Sharry graduated with degrees in Economics, Political Science, and Law from the University of the Philippines–Diliman, and was admitted to the bar in 2009.



## **Rogel Torreja**

Enterprise Systems Specialist  
AboitizPower Generation Management and Information Systems

Rogel has joined

AboitizPower Generation Management and Information Systems as Enterprise Systems Specialist reporting directly to Annabel Gatdula, Enterprise Systems Manager of AboitizPower Generation. He was a Maximo Systems Administrator at Atlantic Methanol Production Co. in Equatorial Guinea before joining AboitizPower.

Rogel graduated with a degree in Software Engineering from the Cleveland Institute of Electronics in Ohio, US.



## **Nicolo Daniel Subido**

Business Development Manager  
AboitizPower Business Development

Nicolo has joined AboitizPower Business

Development as Business Development Manager reporting directly to Donald Lane, Executive Director for Business Development. He was a Junior Assistant Manager at BDO Capital & Investment Corporation before joining AboitizPower.

Nicolo graduated with a degree in International Economics and Finance from Tilburg University in the Netherlands.

## Promotions



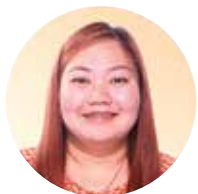
## **Timothy Abay**

AVP–Assistant Comptroller  
AboitizPower Accounting

Tim has been promoted to AVP–Assistant

Comptroller reporting directly to Tina Beloria, VP–Comptroller. Prior to this he was an Accounting Manager at AboitizPower.

# People



**Jo Cathrina Akol**  
Talent Retention Officer  
AEV HRQ

JC has been promoted to Talent Retention Officer reporting directly to Marty Macariola,

Talent Retention Manager.



**Robert Del Rosario**  
Corporate Planning  
Manager  
AEV

Rob has been promoted to Corporate Planning Manager reporting

directly to Ricardo Lacson, VP-Strategy.



**Geris Hontanosas**  
Accounting Supervisor  
AboitizPower Accounting

Geris has been promoted to AboitizPower Accounting Supervisor reporting directly to Dary

Aran, Accounting Manager.



**Gizelle Alino**  
Supervisor  
AEV Treasury

Gizelle has been promoted to AEV Treasury Supervisor reporting directly to Cristina Calumpang, TSG Manager.



**Julie Ann Diongzon**  
VP-Treasury Services  
Group  
AEV Treasury

Julie Ann has been promoted to VP-Treasury Services Group

reporting directly to Gabriel Mañalac, SVP-Group Treasurer.



**Pamela Li**  
Corporate Finance  
Manager  
AEV

Pam has been promoted to AEV Corporate Finance Manager reporting

directly to Robin Sarmiento, AVP-Strategy Group.



**Dary Aran**  
Accounting Manager  
AboitizPower Accounting

Dary has been promoted to Accounting Manager reporting directly to Tim Abay, AVP-Assistant

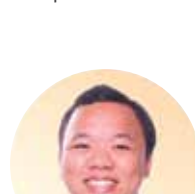
Comptroller. Prior to this he was an Accounting Supervisor at AboitizPower.



**Irene Francisco**  
Market Compliance  
Manager  
AboitizPower Energy  
Trading and Sales

Irene has been promoted to AboitizPower Market

Compliance Manager reporting directly to Noy Lasat, VP-Energy Trading.



**Arcel Madrid**  
Corporate Branding  
& Communication  
Associate  
AboitizPower

Arcel has been promoted to AboitizPower

Corporate Branding & Communication Associate reporting directly to Ria Calleja, AVP Branding and Communication.



**Mariel Bontia**  
Junior Accountant II  
AEV Accounting

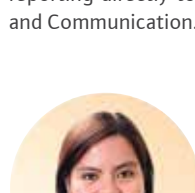
Mariel has been promoted to Junior Accountant II reporting directly to Cielo Oblianda, Accounting Supervisor.



**Moses Gantuangco**  
Supervisor  
AEV Treasury

Moses has been promoted to AEV Treasury Supervisor reporting directly to Julie

Ann Diongzon, VP Treasury Services Group.



**Gladys Montehermoso**  
Senior Accountant I  
AEV Accounting

Gladys has been promoted to Senior Accountant I reporting directly to Salome

Juntilla, AEV Accounting Supervisor.



**Mary De Guzman**  
Corporate Branding &  
Communication Specialist  
AboitizPower

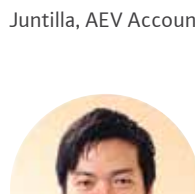
Mary has been promoted to Corporate Branding & Communication

Specialist reporting directly to Ria Calleja, AVP Branding and Communication.



**Romel John Guanzon**  
Senior Trader  
AboitizPower

Romel has been promoted to Senior Trader reporting directly to Jayson Jamandra, Trading Manager.



**James Ong**  
Manager-Database  
Administration  
AEV

James has been promoted to Manager-Database Administration reporting

directly to Jojo Sitoy, AVP-IT Operations and Information Security.

# People



**Olyzza Oyangoren**

AVP-Accounting  
AEV Accounting

Olyzza has been promoted to AEV AVP-Accounting reporting directly to Melinda Bathán, FVP-Comptroller.



**Rachel Reconalla**

Supervisor  
AEV Treasury

Rachel has been promoted to AEV Treasury Supervisor reporting directly to Julie

Ann Diongzon, VP Treasury Services Group.



**Alvin Tobias**

O&M Manager  
WeatherPhilippines

Alvin has been promoted to O&M Manager reporting directly to Celso Caballero,

WeatherPhilippines AVP-General Manager.



**Rubie Joy Pregoner**

Paralegal II  
AEV Lex

Rubie has been promoted to Paralegal II reporting directly to Mailene de la Torre, Senior Associate General Counsel.



**Roy Renconada**

Supervisor  
AboitizPower Energy Sales

Roy has been promoted to Supervisor reporting to Benedick Salvador, AVP

Energy Sales Visayas & Mindanao.



**Jetlee Velante**

Internal Audit Senior-  
Information Systems  
AEV Internal Audit

Jetlee has been promoted to Internal Audit Senior-

Information Systems reporting directly to Liza Villanueva, IS Audit Supervisor.



**Karren Ramos-Padilla**

Senior Trading Analyst  
AboitizPower

Karren has been promoted to Senior Trading Analyst reporting directly to Irene Francisco, Senior Trader.



**Samuel Sumalinog**

VP-Operations, Davao Plant  
Therma South, Inc.

Sammy has been promoted to VP-Operations, Davao Plant

reporting directly to John Earl Crider, Executive Director for Operations and Maintenance.




**Renee Villar**

Supervisor  
AboitizPower Energy Sales

Renee has been promoted to Supervisor

reporting directly to Benedick Salvador, AVP Energy Sales Visayas & Mindanao.



**4.25%**

**4.25% interest for 5 years and 1 day  
paid monthly, tax-free**


**City Savings** a UNIONBANK subsidiary


**HIGH YIELD TIME DEPOSIT**

**SIMPLE IS GOOD**


Amount	30 ds	60 ds	90 ds	180 ds	1 yr	1 & 1/2 or 18 months	3 yrs	5 yrs & 1 day
	20% tax							
50,000 - 99,999.99	1.250%	1.250%	1.250%	1.250%	1.250%	2.750%	3.000%	4.25%
100,000 - 249,999.99	1.375%	1.375%	1.375%	1.375%	1.375%	2.750%	3.000%	4.25%
250,000 - 999,999.99	1.500%	1.500%	1.500%	1.500%	1.500%	2.750%	3.000%	4.25%
1M - 5,999,999.99	1.625%	1.625%	1.625%	1.625%	1.625%	2.750%	3.000%	4.25%
6M - 9,999,999.99	1.750%	1.750%	1.750%	1.750%	1.750%	2.750%	3.000%	4.25%
10M - 249,999,999.99	2.000%	2.000%	2.000%	2.000%	2.000%	2.750%	3.000%	4.50%
250M over	2.250%	2.250%	2.250%	2.250%	2.250%	2.750%	3.000%	4.50%

Note: Rates subject to change without prior notice  
\* Corporate accounts are excluded

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# Aboitiz Group sustainability highlights in 2014

The Aboitiz BetterWorld campaign embodies the Aboitiz 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. It cultivates a deeper understanding of the Group's sustainability agenda in order to gain commitment from all our stakeholders towards making Aboitiz a truly sustainable enterprise that can be entrusted to future generations. As we take significant steps towards this agenda, here are key figures highlighting the Group's performance in support of our triple bottom line.



## People

Goal: Partner with stakeholders to create shared value



**28,518 TMs**

Team members (TM) employed



**P610 million**

CSR fund allocation



**750 AWS**

Automated Weather Stations (AWS) deployed as of 2014



**35,133 hours**

No. of volunteered hours



**742 CSR projects**

No. of CSR projects



**860 personnel**

No. of trained LGU/DRRMO personnel as of 2014



**111,449 beneficiaries**

No. of direct beneficiaries



## Planet

Goal: Minimize our environmental impact



**3.4 million trees**

No. of trees planted as of 2014



**894 MW**

Renewable energy (RE) attributable capacity



**842,716 t CO2**

Greenhouse Gas (GHG) emission



**7 initiatives**

Waste management initiatives



## Profit

Goal: Grow profitably



**P18.4 billion**

NIAT



**P38.4 billion**

EBITDA



**20%**

Return on Equity



**46% (5 years)**

TRS per year compounded annually