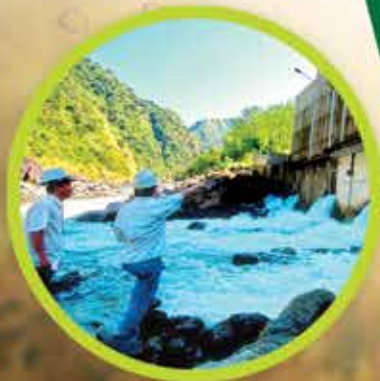


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Aboitiz Eyes



SacaSun generates
employment for women

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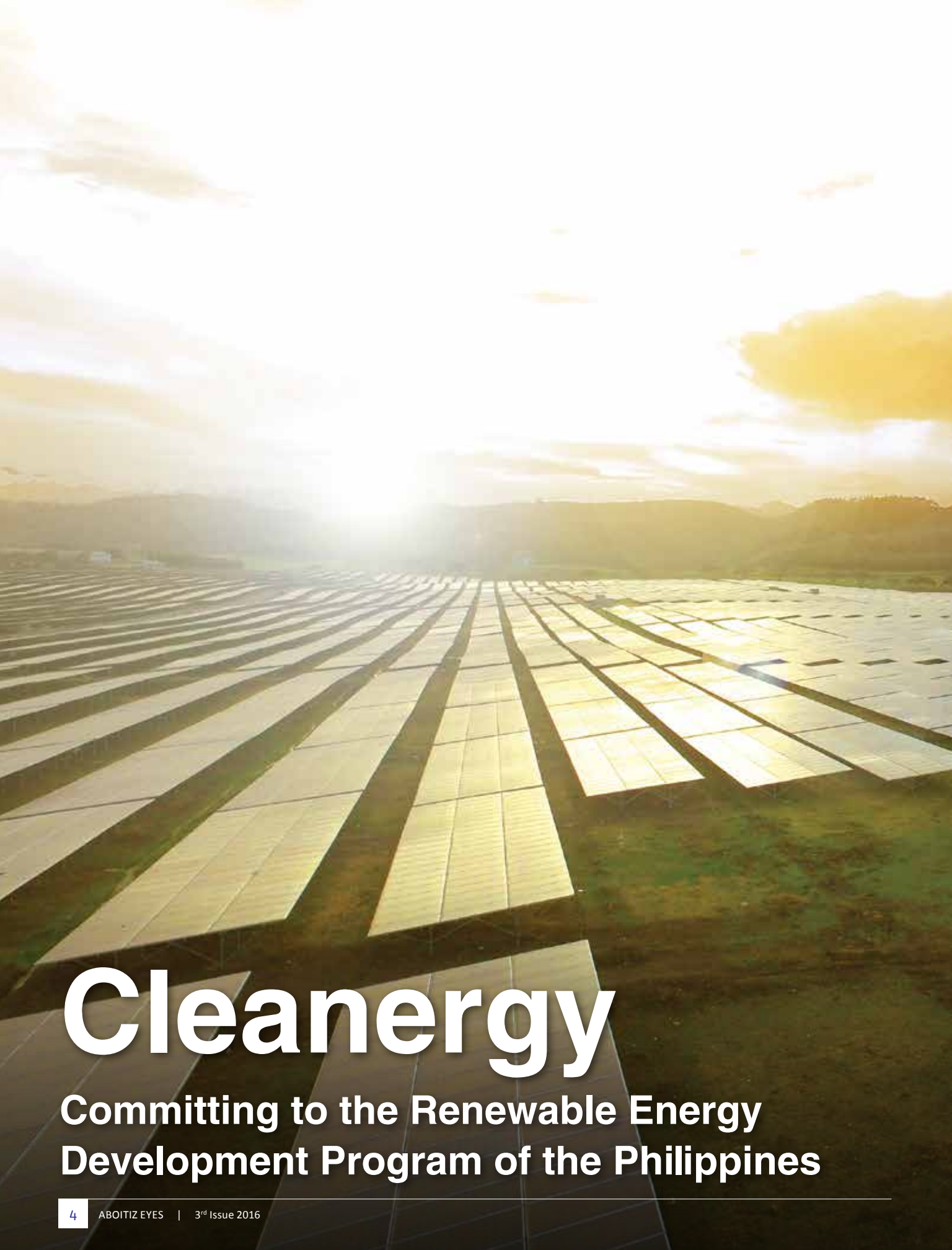
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Cleanergy

**Committing to the Renewable Energy
Development Program of the Philippines**



With all the combined and continued support of our partners and stakeholders, we will continue to provide a sustainable solution for our country's growing demand for power, and to energize the dreams and hopes of our fellow Filipinos for A Better Future.

– **Erramon I. Aboitiz**, CEO, AboitizPower

It was a bright and sunny day, the perfect backdrop of a historic event in San Carlos City, a component city of Negros Occidental in Western Visayas. Nestled inside the 75-hectare San Carlos Ecozone in Barangay Punao, are the neatly lined solar panels that glimmer with newness as the sun's ray hit their surface. Nearby, a crowd of 300 people gathered to witness the much awaited switch-on of AboitizPower's 59-MWp solar power plant.

The solar power generating facility is the latest renewable energy project added to the list of Cleanergy, AboitizPower's brand that houses the company's portfolio of clean and renewable energy assets that include hydro, geothermal, now solar and soon biogas.

Through its subsidiary, San Carlos Sun Power, Inc. (SacaSun), AboitizPower now operates its first solar power plant. SacaSun delivers clean and renewable power to the Visayas grid

producing over 82,000 gigawatt hours of clean energy, enough to power 33,000 homes and to offset 44,000 tons of carbon emissions over 20 years, the equivalent of taking around 10,000 cars off the road.

During his speech, President Benigno S. Aquino III thanked AboitizPower's renewable energy projects, which contribute to the government's goal of increasing renewable energy-based capacity to 15,304 MW by



Binga hydroelectric power facility



Tiwi Geothermal Power Plant



AboitizPower is a renewable power generation company

AboitizPower offers its customers **Cleanergy**, its brand for clean and renewable energy that aims to provide an energy solution that leaves a lighter impact on Earth's climate & its limited resources.

29
renewable power
generation facilities



1,263 MW
Total net sellable capacity

Cleanergy portfolio is composed of
hydro, geothermal, and solar energy sources

2030 under the Philippine Energy Plan (PEP) 2010–2030.

"I'm hopeful that Aboitiz will remain a consistent partner and continue its trend of working with the government, investing in the Filipino, and helping shape A Better Future for mankind," Pres. Aquino said.

AboitizPower is one of the country's largest producers of renewable energy. Together with its partners, the Cleanergy portfolio generates 1,263 MW (total net sellable capacity). This demonstrates AboitizPower's commitment to support the government's push for a balance of renewable and non-renewable power sources to address the country's increasing energy demand.

In his message, AboitizPower CEO Erramon I. Aboitiz reiterated the company's commitment to support the country's energy development program. "With all the combined and continued support of our partners and stakeholders, we will continue to provide a sustainable solution for our country's growing demand for power, and to energize the dreams and hopes of our fellow Filipinos for A Better Future," he said.

Partner in renewable energy development

AboitizPower's early investments in renewable energy started with the run-of-river hydropower plants developed and operated by its subsidiary Hedcor. Irisan 3 plant is the first plant owned by Hedcor in Benguet and commissioned in June 1991. Throughout the years, AboitizPower



HERE COMES THE SUN. President Benigno S. Aquino III led the ceremonial switch-on of AboitizPower's first solar power project in San Carlos City. (Watch the *SacaSun* inauguration video on aboitizeyes.aboitiz.com)

has acquired and developed more renewable power plants that complement its balanced mix portfolio of power assets, supplying electricity to a growing nation.

Today, AboitizPower's net sellable capacity stands at 38% or 1,263 MW renewable energy, a ratio which is higher than the country's energy mix at 32% or 5,324 MW of dependable capacity as of December 2015. Given its balanced mix of renewable and non-renewable energy sources, AboitizPower is uniquely positioned to provide customers with their choice of the right power solution that is reliable, reasonably priced and has the least impact on the environment. This means addressing the power needs for baseload, intermediate and peaking loads, as well as ancillary services for grid stability and system management.

Through Cleanergy, AboitizPower further provides customers with a choice that leaves a lighter environmental impact. Recently, Aseana City land developer booked a 10-year contract with AboitizPower to provide for one of its building's power needs (*see story on page 27*). The supply will be provided by the geothermal power plants in Tiwi and Makban, which are operated by subsidiary AP Renewables Inc. (APRI).

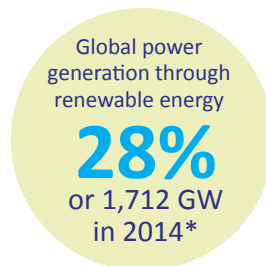
Investing in more renewable energy projects

Based on the PEP's demand-supply projections, a total of 29,329 MW of dependable capacity will be needed in all major grids of the country by 2030. The Luzon grid needs at least 20,000 MW; Visayas, 4,400 MW; and Mindanao around 4,200 MW. These targets will also enable the transition to a low-carbon economy as part of the national government's commitment to the Paris climate talks held in December 2015.

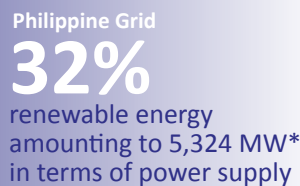
While the Philippines contributes to only 0.3% of global greenhouse gas emissions (GHG), AboitizPower fully supports the government's call to further reduce the country's carbon footprint. Through Cleanergy, AboitizPower will continue to invest and develop more renewable energy projects to this end.

SacaSun is part of the Cleanergy expansion, with plans to develop solar in other parts of the country where feasible. Hedcor is looking at developing small hydro projects of up to 200 MW. It is also exploring potential geothermal wells in Negron Cuadrado and Mount Apo. SN Aboitiz

AboitizPower's vision of A Better Future is in keeping with the goal of the Philippine Energy Plan 2010–2030, which aims to provide a better quality of life for Filipinos by ensuring the delivery of secure, sustainable, sufficient, affordable and environment-friendly energy to all economic sectors.



* Source: Renewable Energy Policy Network of the 21st Century. (2015). Renewables 2015 Global Status Report

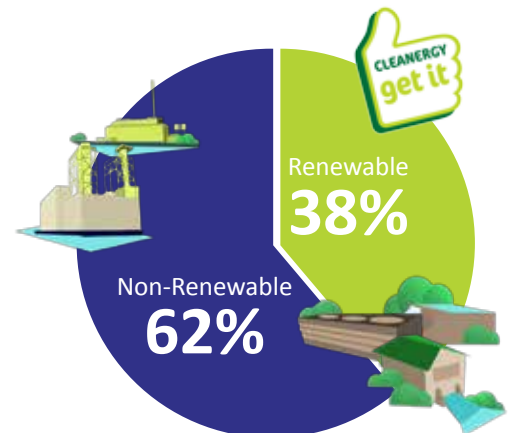


*based on dependable capacity. Source: DOE, December 2015

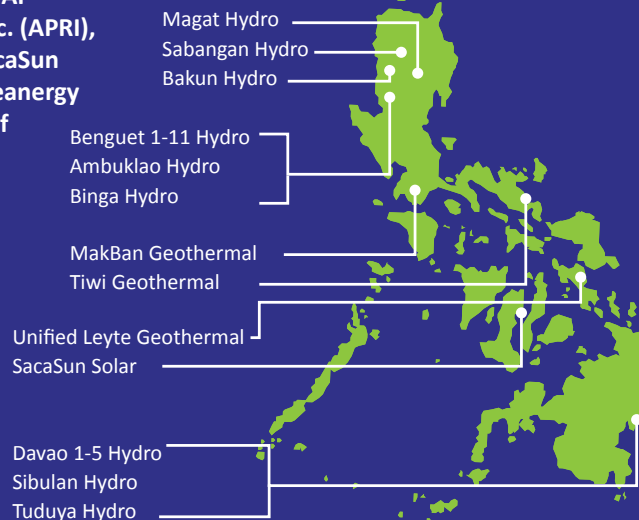
AboitizPower's Balanced Mix

PORTFOLIO

(Total Net Sellable Capacity)



Subsidiaries SN Aboitiz Power (SNAP), AP Renewables Inc. (APRI), Hedcor and SacaSun operate the Cleanergy power plants of AboitizPower



Power is working on an aggregate of 350 MW hydropower plants in Ifugao province.

Through another business unit, Aseagas, the company is developing a waste-to-electricity facility in Lian, Batangas. The 8.8 MW biogas power plant receives clean development mechanism credits from its reduced carbon emission. Expected to be commissioned by the end of 2016, Aseagas has already finalized the offtake agreements for the plant and is targeting to build new sites that use various sources of waste streams such as feedstock.

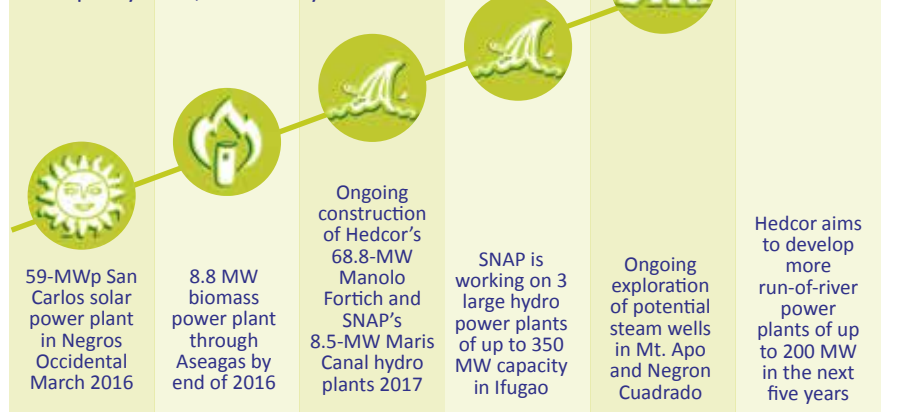
APRI recently secured an Asian Development Bank-backed climate bond issuance and a green loan facility from the Bank of Philippine Islands worth PHP12.5 billion. The climate bond, which has been certified by the Climate Bonds Initiative, is the first in Asia and the Pacific and the first ever climate bond for a single project in an emerging market. The transaction validates the successful rehabilitation program of the geothermal power plants in Tiwi and MakBan facilities.

“The deal opens a new avenue for financing and refinancing our various projects, allowing AboitizPower to redeploy capital toward our large pipeline of new power investments that include renewable energy. We are committed to support the energy needs of the country, and in building renewable energy resources through our brand, Cleanergy,” said Liza Montelibano, SVP and Chief Financial Officer, AboitizPower.

“The transaction is highly innovative, representing the first climate facility ever issued in local currency in the power sector in the

AboitizPower will continue to increase its Cleanergy portfolio in support of the government’s National Renewable Energy Plan

The Department of Energy aims to increase dependable RE capacity to 15,304 MW by 2030.



Philippines and the first credit-enhanced project bond in Southeast Asia (excluding Malaysia) since the 1997–98 Asian financial crisis,” said Reginaldo Carias, SVP and Managing Director of BPI Capital Corporation, which acted as lead arranger and sole underwriter of the bond issuance.

Taking care of people and the planet

AboitizPower has always integrated responsible environmental stewardship and stakeholder engagement into its operations. It is committed to continuously enhance, protect and care for the environment in areas where it operates. It endeavors to work closely with its internal and external stakeholders in

complying with pertinent laws, policies and other requirements, minimizing its carbon footprint, and mitigating the environmental impact of its operations, given the best and cost-effective applicable technologies.

When the permit to build the 300-MW baseload power plant in Davao was issued, Therma South, Inc. (TSI) convened the Multi-partite Monitoring Team to ensure that Environmental Compliance Certificate (ECC) conditions are followed and met. TSI also actively pushed for the establishment of the carbon sink management program in upland Marilog district in partnership with the Matigsalug indigenous peoples' community (*see story on page 62*).



CAPITAL FUNDING FOR GREEN POWER PROJECTS. The Asian Development Bank has backed the first climate bond in Asia and the Pacific. APRI's rehabilitation of the Tiwi and MakBan geothermal powerplants garnered the support of the Credit Guarantee Facility.

Cover Story

Indigenous farmers are now helping TSI in expanding and maintaining a forest ecosystem area that will absorb a significant amount of carbon emitted by the power plant. The plant itself is designed according to the latest technological breakthrough in clean coal production.

It uses the circulating fluidized bed combustion technology that minimizes emissions and ensures that the power plant meets the Philippine Clean Air Act standards. It also houses the country's first coal dome, providing a safe and efficient way to store coal fuel.

The same practice happens in all of AboitizPower's business units. On top of using modern technology, it also implements an environmental management program that goes beyond compliance. Its various watershed programs include partnerships with local host communities, seedling nursery establishments and rehabilitation of deforested areas. Hedcor for instance has planted over a million seedlings in deforested areas near their plant facilities since 2005.

As of end 2015, the entire Aboitiz Group has grown 3.8 million trees in different areas in the country under its A-Park Groupwide reforestation initiative. AboitizPower alone had grown about 1.1 million from 2013 to 2015. Through its subsidiaries, it will grow 4.8 million more trees in the next five years, bringing its total contribution to 5.9 million trees.

A long-term commitment

On April 19, AboitizPower celebrated a milestone. In that crowd of 300 people, four women felt in their hearts that an even brighter future lies ahead of them. Suzette Escoreal, Edna Araneta Alindajao, Ma. Nilla Flores, and Theresa Sabanal are among the local residents who benefit from SacaSun's presence in San Carlos City.

During the construction of the power plant, it employed more than four thousand workers. Approximately 80% of the hired workers came from the host community of San Carlos City and about a third or 1,500 of whom were women (*see story on page 26*). Suzette, Edna, Nilla and Theresa assembled parts of the solar panels. Today, their employments have been continued to help the contractors maintain the facility and sometimes, to repair the panels.



MATIGSALUG SUPPORTS THE CARBON SINK MANAGEMENT PROGRAM. TSI, together with its Matigsalug stakeholders, is now setting up a green buffer zone in Davao City. The community based forest management approach is proving effective in the implementation of the program.

5.9 Million

Trees to be grown by AboitizPower by 2020

**NOT just a renewable company
but a steward of the environment**



1.1 Million

trees from 2013-2015



4.8 Million

Projected number of trees to be grown in the next five years

Hedcor, SNAP, and APRI implement watershed programs in partnership with host communities, including the setting up of seedling nurser establishments and rehabilitation of deforested areas.



2012



2014

Bakun, Ilocos Sur

With passion and zeal, AboitizPower is doing its part to help the Filipino nation sustain an economic progress that uplifts many lives and takes care of the environment. The investment it made in renewable energy many years ago has paved the way for other developers to also join the call of the government to develop

more renewable energy projects. The renewable energy projects it has built over the years have also created a positive impact on the lives of many people in the communities where it operates. Truly, at the core of Cleanergy beats the purpose of AboitizPower to make a better future for Filipinos.

Unboxing the Aboitiz Talent Management System



The Aboitiz Talent Management System (ATMS) will now drive all our Group's major human capital management efforts in a more cohesive manner using Oracle's cloud-based talent management system. It has features that enhance what we already do in terms of developing present and future talents, reinforcing our time-honored practice that here in Aboitiz, talent matters and talent moves up the organizational ladder.

Dear A-People,

Nine months ago, we released a memo about the Group Mancom's decision to adopt a Strategic Human Capital Management system across the group and partner with Oracle to make this happen. The initiative becomes even more imperative as we grow the business locally and internationally. We recognize that without excellent people with the right skill sets, we will not sustain our performance over time. Crucial to our continued success is to attract, retain and optimize the best talents who will not only help us manage our businesses, but who will also enable the Group to adapt well to the ever-changing business landscape.

This project kicked off in November 2015 and is on track in delivering the final go live date beginning 4th Quarter of this year.

Aboitiz Talent Management System (ATMS)

Today, we launch the Aboitiz Talent Management System or ATMS, which will now drive all our Group's major human capital management efforts in a more cohesive manner using Oracle's cloud-based talent management system. The ATMS provides our team leaders and team members with cross-cutting tools on talent recruitment and onboarding, goals setting and performance management, talent review, succession planning and, learning and development.

Having a common platform for attracting, retaining and optimizing our talents will enable team leaders to effectively manage their team members' development by having a system that seamlessly supports our strategic pillar on Building Human Capital. Team members for their part, are encouraged to pursue a self-driven career development mindset that fosters empowerment and career growth within the Aboitiz Group. The ATMS has features that enhance what we already do in terms of developing present and future talents, reinforcing our time-honored practice that here in Aboitiz, talent matters and talent moves up the organizational ladder.

Roll-out for Groupwide Adoption

Aboitiz Group HR will lead activities and provide further information on ATMS in the coming weeks so you can better understand its features before each of ATMS Modules goes live.

This is a major enhancement, which will have an impact to all of us as end-users. Just like any other transformation, we may encounter challenges along the way as we go through the different phases of personal transition to learn and adopt a new way of doing things. As such, I encourage everyone to be communicative, collaborative and nimble as we support the efficient and effective deployment of ATMS.

As A-People, I'm positive that you will step up to the task, believing in the long-term value it will create for you and the rest of our stakeholders.

Erramon I. Aboitiz
President & CEO, Aboitiz Group

Corporate Center



"Through ATMS, we hope to build a strong organization with team members driven to optimize their potential. I enjoin everyone to make use of this available tool so together you can take your career further."

Antonio R. Moraza,
President & COO, AboitizPower



"ATMS is the solution to our struggle to simplify our everyday work to eventually lead to making us a more attractive organization to work for. Living our value of teamwork, let's give it our best shot."

Sabin M. Aboitiz,
EVP & COO, AEV
President & CEO, Pilmico



"As AboitizLand grows, it becomes increasingly more important to attract, retain, and optimize talent that will not only drive this growth, but also sustain performance over time. The Aboitiz Talent Management System is a powerful tool that will help us hire the best talent as AboitizLand expands nationally, support performance management of our wildly important goals so we deliver on our target launches and project completion, and enhance learning and development and succession programs for our employees. As part of the Aboitiz Group,

AboitizLand is proud to have worked collaboratively on this project to contribute towards the development of the various modules and is dedicated to a thorough adoption and deployment of the ATMS."

Andoni F. Aboitiz,
President & CEO, AboitizLand



"In pursuit of the Aboitiz's Passion for Better Ways and importance on human capital, Aboitiz Construction undertakes to support the initiative of the groupwide Aboitiz Talent Management System. I call on all kaubans to maximize the use of the system to become better kaubans for a better Metaphil, a better Philippines and a better world. Learn, perform, collaborate and excel !!!"

Napoleon R. Pe, Jr.,
President & CEO, Aboitiz Construction

The ATMS is the first cloud-based management system for HR. This will drive a strategic end-to-end talent management strategy with a single, integrated system for talent-related activities.

Talent Attraction

Sourcing
Recruiting
Onboarding

Talent Optimization

Employee Profile
Goals Setting
Performance Management
Talent Review
Succession
Learning & Development





Need a Workplace Mentor? Try the New Mentoring Cluster

BRINGING MENTORING TO A NEW LEVEL. Finance team leaders Dmi Lozano, Liza Luv Montelibano, and Sandro Aboitiz spearheaded the kick-off session of the newly launched Mentoring Cluster, which is envisioned to nurture a more robust practice of leadership development in Aboitiz.

Investing in workplace mentoring nurtures a pipeline of future leaders who will be able to acquire the skills and attitude required to succeed within the company. In Aboitiz, the Coaching and Mentoring Program brings to life the strategic pillar of building human capital. After its successful run, the Finance team is bringing mentoring to a whole new level when it pioneered the mentoring clusters initiative.

It kicked off last April in a gathering of

the pioneering batch of 25 team members from across the Group who are in finance-related roles and who can benefit from being exposed to finance-related discussions and workshops. The goal is for the cluster to eventually be a self-driven program, with its members deciding the activities in coordination with the cluster's working group. Mentoring Cluster runs parallel with the Aboitiz Mentoring Partnership Program,

the platform that enables the graduates of the Coaching and Mentoring Program to continue their leadership development growth through one-on-one learning exchanges enhanced by the current pool of 18 volunteer mentors allowing mentees to be exposed to functions beyond their own.

To know more about the Finance Mentoring Cluster, you may get in touch with Sandro Aboitiz, Judd Salas, and Xandra Galang.



We need to devote time and effort in developing our leaders and preparing them for bigger and more important roles and responsibilities. We are very pleased to see coaching and mentoring gaining traction within the Group. Congratulations to Dmi and Sandro for spearheading this initiative. We are aware that other function groups have similar programs in place; we encourage everyone to continue this laudable effort.

We realize we are all very busy; we however urge you all not to disregard the clamor from your fellow team members to share your knowledge and experiences with them. Help them become great leaders through your unselfish efforts of coaching and mentoring.

We are very proud of all of you.

– Erramon I. Aboitiz, President & CEO, AEV

Corporate Center



It's not whether we should listen to those who have gone through it. The hard part is choosing who we should listen to!

– **Sabin M. Aboitiz**,
EVP & COO, AEV
President & CEO, Pilmico



We all know that today's business world has become exceedingly complex and the pace of same will accelerate even more. As a group we will need to deploy relevant tools to address this challenge and stay on top of our game. I believe that building a mentoring and developing culture is one such means as it fosters a greater exchange of information and hard won lessons. Similarly, we can build leaders at a quicker pace to meet the tests of a growing organization.

– **Andoni F. Aboitiz**,
President & CEO, AboitizLand



Take learning into your own hands. We want you to be able to explore new ideas in a fun, voluntary, and neutral environment,

– **Dmi R. Lozano**,
SVP & Chief Finance Officer, AEV
and project executive sponsor



Finance departments that simply fulfill requests, which do not challenge assumptions, will not be able to provide the advice that will help our organization drive growth,

– **Liza Luv T. Montelibano**,
SVP & Chief Finance Officer, AboitizPower



I am excited to learn a lot of new insights and receive practical advice from experienced mentors and colleagues. I am also looking forward to learning financial tools and skills which I will share with my peers back at work.

– **Samantha M. Singson**,
Management Trainee, UnionBank

Finance Mentoring Cluster Batch 1

1. **James Yu** – Market Economics Manager (Aboitiz Power)
2. **Nemely Jabla** – AVP Energy Economics (Aboitiz Power)
3. **Lee Balangue** – AVP Business Development (Aboitiz Power)
4. **Nicolo Subido** – Business Development Manager (Aboitiz Power)
5. **Carlos Aboitiz** – AVP Project Development & Execution (Aboitiz Power)
6. **Gayle Guzman** – Finance Manager (Pilmico)
7. **Brenda Neri** – Senior Financial Analyst (Pilmico)
8. **Jhonver Visaya** – Finance Supervisor for ASEAN (Pilmico)
9. **Toti Cortez** – Senior Financial Analyst (Pilmico)
10. **Jokin Aboitiz** – National Logistics Manager (Pilmico)
11. **Carlo Garces** – Senior Financial Analyst (Aboitiz Power)
12. **Sharon Chung** – Finance Manager (Aboitiz Power)
13. **Paula Angela Caldit** – Finance Analyst (Aboitiz Power)
14. **Leah Barcas** – Accounting Manager (Aboitiz Power)
15. **Myla Espineda** – Accounting Manager (APRI)
16. **Charisse Bacurio** – Financial Planning Manager (Hedcor)
17. **Ross Ryan Torio** – FPA Manager (AboitizLand)
18. **Jana Pedro** – Investor Relations Specialist (AEV)
19. **Aristo De Borja** – Investor Relations Officer (AEV)
20. **Rendell Ng** – Corporate Finance Manager (AEV)
21. **Pamela Li** – Corporate Finance Manager (AEV)
22. **Rodel San Manuel** – Corporate Finance Manager (AEV)
23. **Patrick Puno** – Corporate Finance Officer (AEV)
24. **Mikey Cruz** – LEAD5 Financial Controllershhip (UnionBank)
25. **Samantha Singson** – LEAD7.2 Enterprise Risk Management (UnionBank)

Maiden Talent Retention forum slates Best Practices

The Aboitiz Group HR hosted the first ever Talent Retention and Systems Connect Forum last April 5 to 7 at NAC Tower, Taguig Corporate Center, Bonifacio Global City. The forum gathered 46 Retention Process Owners across the Aboitiz Group. Chief Human Resources Officer Txabi Aboitiz welcomed all participants and shared why employee engagement and retention is key in driving the business agenda. FVP for Human Resources Nancy Lim presented updates on HR Leaders' Journey program. VP for Talent Retention & Systems Anji Azuelo shared the new AGHR Retention and Systems organization, as well as the team's focus for 2016. Highlights of the first day also included sharing of Group Benefits Program, HR Analytics and best practice sharing of engagement programs from UnionBank and VECO.



Aboitiz Group Information Security Management

- The Aboitiz Group recognizes the value of information and the need to protect its confidentiality, integrity, and availability
- The policy covers all strategic business units and includes all company information handled by key stakeholders, whether in physical or digital format



Experts from all over the world have advised that for information security and related risks, it is no longer a question of IF but rather WHEN these will happen. It has also been identified as one of the top risks in the Aboitiz Group and is currently being managed at both the Corporate and SBU/BU levels in different areas and silos.

– **Erramon I. Aboitiz**, President and CEO, AEV

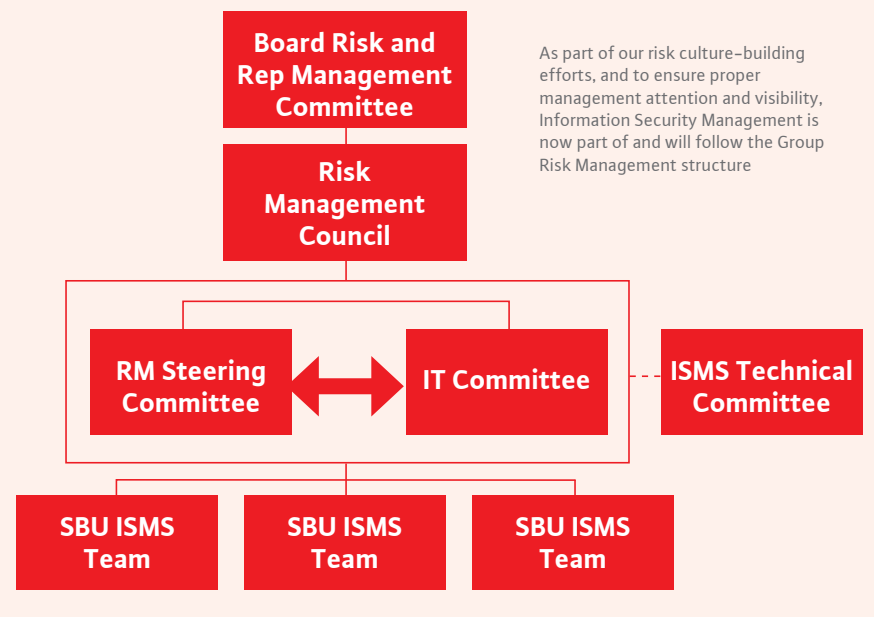
The Risk Management (RM) Council, composed of the CEOs of the Strategic Business Units (SBUs), has approved the new Aboitiz Information Security Management Policy and commits to implement a Groupwide Information Security Management System (ISMS) to manage all critical and relevant information and related information assets.

The ISMS implementation will enable the Group to identify, assess, mitigate, and manage its information security and related risks, and ensure business continuity in the event of an information security incident. This covers all SBUs and their respective Business Units, and includes all information handled by key stakeholders (team members, customers, suppliers, contractors, and lenders among others) — whether physical or digital in form.

To assist in planning for the appropriate framework, methodology, and roadmap, the Information Security team — led by the Risk Management Team in close coordination with the IT Security Team — will conduct a Gap Analysis expected to be completed in September 2016. The Groupwide implementation of ISMS is expected to be completed by end-2017.

The ISMS also covers information technology (IT) security, and as such, the Group has also implemented IT Security Policies on IT Security Minimum Standard, Mobile Device Management Policy, Vulnerability Assessment Policy, and Domain Name Policy effective June 1, 2016.

ISMS Governance



Role / Responsibility

Board Risk and Reputation Management Committee – Oversight of overall ISMS implementation

Risk Management Council – Reviews and Approves ISMS Policies

Risk Management Steering Committee / IT Committee – Will work together in review and recommendation of Group ISMS and IT Security policies, strategies and initiatives

ISMS Technical Committee – Composed of ISMS Specialists/Subject Matter Experts, tasked to assist RM Steercom/IT Committee in the development of enterprise information security standards, policies and strategies, and its review thereof.

SBU ISMS Teams – Led by the SBU ISMR, will lead and oversee the ISMS implementation at SBU/BU Level

Business Units train in REDAS

- **Representatives of various Aboitiz business units participated in an intensive course in the use of REDAS or Rapid Earthquake Damage Assessment System**
- **The training is the first of the two-part hazard assessment module extended to Aboitiz as a member of the Philippine Disaster Resilience Foundation**

Last May, 28 participants from AEV, AboitizPower, APRI, SNAP, Therma Mobile, Therma Luzon, Subic Enerzone, VECO, AboitizLand, Pilmico, CitySavings, and UnionBank completed the three-day Hazard and Risk Assessment training conducted by the Philippine Institute of Volcanology and Seismology (PHIVOLCS) with the objective of beefing up the Group's preparation and mitigation measures in case of the occurrence of a large and potentially damaging earthquake.

Using REDAS, a software that employs a simulation tool for rapid estimate of seismic impacts, the participants learned how to compute hazards related to landslides, liquefaction and tsunamis. The software comes with a risk database, which includes population centers, hospitals, roads, schools and other critical facilities. Other capabilities include seismic map production, query of data points, and on-screen map digitization. The system allows users to build their own risk database, a feature that is helpful in factoring long-



TRAINING TO BE BETTER PREPARED. (From left) AEV VP for Risk Management Aldo Ramos and REDAS developer Dr. Bartolome Bautista hand out completion certificates to UnionBank participants Michael Alcantara, Jodimer Gozum and Mario Cenizal

term mitigation of seismic risks in an organization's asset management, and planning and development.

The participating business units have formed the REDAS subject matter expert

group to apply the learnings into their respective risk management efforts related to natural hazards and disasters. REDAS is expected to enhance the Group's site and regional business continuity plans.

AEV maintains ISO certification

AEV successfully passed the two-day surveillance audit of its Quality Management System (QMS), effectively maintaining its compliant standing to the ISO 9001:2008 standards. The re-certification demonstrates AEV's commitment to comply to legal, statutory and regulatory requirements, measuring its processes for continual improvement and ensuring customer confidence and satisfaction in all its services.

The QMS surveillance audit conducted by TÜV Rheinland concluded that the company's management system adequately complies, maintains, and implements the requirements of the standards.

The report noted the high level of commitment from the top management to the team members. The Aboitiz Integrated Management System (AIMS) Operating Committee and the AIMS Program Office led the preparations prior to the audit.



Reputation Management Forum tackles creating shared value, next era of communication

- The Forum provided a deeper understanding of creating shared value framework with a view to enhancing implementation and alignment with the business strategy of the organization
- Participants are expected to gain valuable insights on holistic and robust communication strategies to educate, inform, influence, inspire, and engage stakeholders



EVOLVING COMMUNICATION BEST PRACTICES. Team leaders “move forward, move as one, move to enhance, protect and restore the Aboitiz brand”.

The Reputation Management Team held its first ever Reputation Management Forum, themed “The Next Era of Communication” at the F1 Hotel in Taguig City on March 30 and 31.

A full session was dedicated to learning the Creating Shared Value framework with the guidance of Jonathon Hanks, Founder and Managing Director of Incite, a global consulting firm at the forefront of developing shared value strategies for companies. The forum also covered topics on digital communication strategy, stakeholder engagement, risk and crisis communication in social media, and communicating shared value.

Integrated Communication

Junie del Mundo, Managing Director, EON Stakeholder Relations Group; Bong Osorio, PR and Communication Consultant; Yoly Crisanto, SVP for Corporate Communications, Globe Telecom:

- Reputation is about building trust; it is how stakeholders feel about us today. Trust facilitates how stakeholders will support us in the future.
- We have to communicate all the time. Let go of the “faucet philosophy” where we only turn on communication when we need it. Let it flow and choose the best communication channel.
- Communicate wins consistently,

think big (go global), be accessible, be transparent, and inform employees first.

Content Captains and Stakeholder Relations

Lala Rimando, Managing Editor, Forbes Philippines; Budjette Tan, Executive Creative Director, McCann Worldwide Group; Archie Inlong, CEO, NPI Communication Consulting:

- The media’s stakeholder is the public. The media’s role: watchdog and bridge between different institutions and as a storyteller that provide perspectives and show the big picture.
- Community stories can become global because of social media.
- Brands don’t just tell — they make their

audience feel. We hear stories of brands from families, friends, from various sources and channels.

- On crisis communications: label it properly because decisions will depend on what it really is. Recognize if it's a red flag, a concern, an issue, a controversy, or indeed, a crisis. Crisis or not, Aboitiz should continue to communicate and tell its good story and build trust with its stakeholders.

Communicating in the Digital Age

Mon Lizardo, Head of Digital Media, ABS-CBN;
Sebastien Cuadron, Regional Director, Group M:

- Handle customer complaints fast and smooth in social media.
- Don't lead people to an advocacy if what you really want to do is marketing campaign.
- Test online campaign before handing the automatic control to the users
- Mobile internet is the new mass media. Organic reach is dead. Push advertising is passé.
- Stories work: "Tell me a fact, I'll learn. Tell me a truth, I'll believe. But tell me a story and it will live in my heart forever."



With the unprecedented growth of the business, it is incumbent upon us to come up with a unifying communication strategy. So, we focus on the ability of communication to be a unifying force and relationship builder.

– Malou Marasigan, VP for Reputation Management, AEV

Creating Shared Value and Green Initiatives

Misha Rabat, Corporate Affairs Specialist, Nestle; Adel Tamano, VP for Public Affairs and Communications, Coca-Cola Philippines; Anda Bolinas, VP for Sustainability, Republic Cement and Building Materials:

- Nestle's creating shared value model is related to its business, has value to society, strategic, efficient, measurable, and long term in perspective
- Reach out to untapped stakeholders like Coca-Cola's 5by20 program, which

aims to empower 5 million women by 2020. Coca-Cola Philippines is targeting 200,000 Filipinas who own small stores.

- Republic Cement's total ash management solution provides a sustainable alternative to pozzolan, limestone, and other non-renewable materials. It is the first local cement manufacturer to pioneer this solution and remain the only company to use this alternative material as an additive in the production of blended cement.

Corporate Governance and the 3 Cs: Cyber Crime, Creating Shared Value, and Code of Ethics



Atty. M. Jasmine Oporto
SVP and Chief Compliance Officer

AEV and AboitizPower organized the corporate governance seminar last March 28, 2016 at the Shangri-la at The Fort, Bonifacio Global City. Powerhouse speakers discussed the latest developments in corporate governance, data privacy, and creating shared value.

Atty. Jose Jesus Disini, Jr., a leading information and technology law expert in the Philippines, presented the challenges of a digitally connected world. He cited trends in cyber crime and recommended steps on how to maintain data privacy and security, as well as protecting technology-based transactions.

Mr. Jonathon Hanks, Founder and Director of Incite, spoke about the importance of sustainability and creating shared value as a company strategy.

Meanwhile, Atty. M. Jasmine S. Oporto, AEV SVP and Chief Compliance Officer talked about the salient points of the Aboitiz Group's Code of Ethics and Business Conduct, and best corporate governance practices. She emphasized the importance of strictly complying with the trading and blackout policies of the company.

With around 50 participants from AEV, AboitizPower, and Republic Cement, the seminar served as a venue to further deepen the practice of corporate governance.

AEV and AP Annual Stockholders' Meeting 2016

Fairmont Makati Hotel
May 16, 2016



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

– **Erramon I. Aboitiz**, President and CEO, AEV



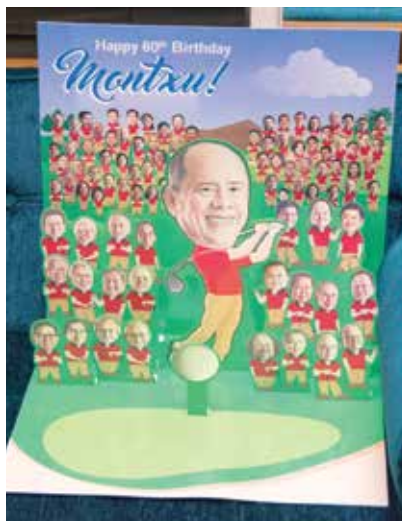
Meet the Board 2016



Happy 60th Birthday **EIA!**



Corporate Center





Stewards and storytellers converge at Sustainability and Aboitiz Eyes Forum

- Industry experts shared valuable insights on authentic storytelling and data management processes for sustainability reporting
- The joint workshop aimed to bring the participants to the same level of expertise in stakeholder engagement

The AEV Reputation Management Team held a joint forum for the Group's sustainability stewards and Aboitiz Eyes storytellers at the F1 Hotel, Taguig City last May 13.

The morning session was dedicated to equipping Aboitiz Eyes correspondents with the necessary skills when it comes to effective story writing, while the afternoon session was designed for sustainability stewards who will benefit from a streamlined sustainability data management process in preparation for the plan to undergo assurance in 2017.

McCann Worldgroup Philippines AVP for

Corporate Affairs Niña Terol talked about #WritingSociallySexyStories and emphasized insightful, relatable, and lesson-filled stories as keys toward engagement. Terol also recognized the Aboitiz Group for exploring multimedia as seen in the launch of the new Aboitiz Eyes Digital.

AEV Corporate Branding and Communication Manager Merry GC de Miguel talked about how consistent storytelling is essential to branding. "It's not longer about what you want people to think about you – but what you really do," she said. De Miguel also gave practical tips on

how to use photos and other media in taking audiences to the center of the story.

The afternoon session featured University of Asia and the Pacific's Center for Social Responsibility Executive Director Colin Hubo who discussed the importance of independent and external assurances in sustainability reporting and ended with University of the Philippines professor Nanette Dungo Ph.D. talking about implementation, monitoring and impact evaluation processes to determine the extent to which the sustainability targets are being achieved.



As with any communication that inspires and motivates, it begins with the storyteller's own connection to the story. As we say in stakeholder relations – we aim to create win-win relationships with our stakeholders. We achieve this connection when we believe in our purpose as storytellers of the Aboitiz BetterWorld.

– **Malou Marasigan**, VP for Reputation Management, AEV

The Aboitiz Honor Roll



AEV LEX wins big at In-House Community Counsels of the Year Awards 2016

- Integration Legal Team of the Year
- Financial Services (ex-Banking) Legal Team of the Year
- Asian Legal Team of the Year

AEV's Legal & Compliance Team took home three major awards at the In-House Community Counsels of the Year Awards & Celebration 2016 held in Hong Kong last May 26. These honors go to exceptional in-house legal teams and community counsels around Asia and the Middle East, promoting a community of support towards ethics, legality, and business compliance.

Risk avoidance was the main factor in evaluating this year's winners and AEV Legal stood out in integration and financial services and for the Asian Legal Award.

Atty. Belinda Dugan, VP Legal Services Management, shared that the team's nomination was a big surprise and that it was a tough race for them but still scooped all three awards they vied for. She accepted the awards with Marilou Plando, AVP Legal Business Administrator.



FinanceAsia 16th Best Companies in Asia Poll

Aboitiz Power Corporation

- Overall Best Managed Power Company in Asia



The Aboitiz Honor Roll

The Asset Triple A Asia Infrastructure Awards 2016

Hedcor Bukidnon PHP10 billion lending facility

- Best Energy/Renewable Energy Deal – Hydroelectric, Philippines

Therma Visayas PHP31.97 billion loan facility

- Most Innovative Deal, Philippines

San Carlos Sun Power PHP3.247 billion financing

- Energy/Renewable Energy Deal of the Year
- Project Finance Deal of the Year – Solar, Philippines
- Best Energy/Renewable Energy Deal – Solar, Philippines



UnionBank wins big at the World HRD Congress

UnionBank bagged seven awards at the World HRD Congress for its innovative human resource practices. Held in Mumbai, India, the Congress honors HR practitioners from companies all over the world.

24th Global HR Excellence Awards

- CEO of the Year (UnionBank Chairman and CEO Justo A. Ortiz)
- Organization with Innovative HR Practices

10th Employer Branding Awards

- Best Employer Brand of the Year
- Award for Excellence in Training
- Award for Innovation in Career Development

5th Dream Companies to Work For Awards

- CEO of the Year (UnionBank Chairman and CEO Justo A. Ortiz)
- Organization with Innovative HR Practices

The Global HR Excellence Awards hosted by the Chartered Institute of Management Accountants honors HR practitioners who have championed



innovative means to holistically advance their employee's careers.

The Employer Branding Awards, hosted by the India-based Employer Branding Institute, honors companies and practitioners for contributing to talent management, talent development, and talent innovation.

The Dream Companies to Work For Awards honors companies who have managed to nurture its employees aspirations and ambitions with the need to achieve the company's bottomline with adaptive HR policies. It also recognizes the company's sustainable approaches which allow its employees to plan their careers.

Republic Cement bags two PANAta Awards

Republic Cement was one of the big winners at the PANAta Awards for Marketing Effectiveness held last May.

The company's entry for the Internal Communications category, Tibay ng Samahan: A 60-Year Journey with Republic, bagged a Gold Award while the thematic Brand Integrated Program featuring Republic Bossing sa Tibay won Silver. The Tahanan Ko Program was also a Finalist in the Advocacy Marketing – Integrated Program category. The PANAta Awards are handed out by the Philippine Association of National Advertisers to recognize organizations that effectively wield the power of communication to build up their businesses.



The Aboitiz Honor Roll

Republic Cement brands receive Green Choice seal of approval

The Green Choice seal of approval was awarded to Republic Cement's REPUBLIC PORTLAND PLUS® cement produced at the RCBM Teresa, Norzagaray, and Danao Plants; WallMASTER® cement manufactured at its Norzagaray Plant; and KAPIT-BALAY™ cement, which is a product of its Danao Plant. The Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI) awards the eco label to products and services that help protect and preserve the environment, with particular emphasis on their contributions to CO2 reduction. It affirms Republic Cement's sustainable value chain and environmental compliance of products.



Republic Cement joins the ranks of Meralco Luminaries

As one of the honorees at the Meralco Luminaries Award last March 8, Republic Cement joins the ranks of outstanding organizations that have helped the country achieve a better, brighter, and more prosperous future through creativity, leadership, and innovation.

From left are: Meralco President Oscar Reyes, Styrotech Corporation President Jimmy Ting, Republic Cement CEO Don H. Lee, Pepsi-Cola Philippines President Furqan Syed, and Senior VP & Head-Corporate Communications Alfredo Panlilio



TMI receives DOLE award for commitment to safety

Therma Marine, Inc. (TMI) was the recipient of the Gawad Kaligtasan at Kalusugan National Award from the Department of Labor and Employment (DOLE) last May 30. The company was honored for outstanding achievements in responding to the safety and health needs of workers, workplaces, and community. This biennial award aims to encourage institutions/companies to voluntarily implement their own safety, health, and environment programs, and in the process, achieve productivity and zero accidents in the workplace and be a benchmark in their respective industries.



APRI citation for Best Multi Stakeholder Monitoring Team

The DENR-Environmental Management Bureau recognized APRI's Multipartite Monitoring Team (MMT) at the 5th National Multipartite Monitoring Team Convention last April 12 and 13. The MMT is a community-based multi-sectoral team organized for the purpose of monitoring all environment-related activities and events that pertain to the Environmental Compliance Certificate conditions, Environmental Management Plan and applicable laws, rules and regulations. APRI VP Makban Facility Engr. Warren Maralit and APRI EHS-Envir Supervisor Engr. Judyann Torres receive the award.



SacaSun generates employment for women



During its construction, which started in August 2015, the SacaSun power employed over four thousand workers. Approximately 80% of the hired workers came from the host community of San Carlos City and about a third or 1, 500 of whom were women who were assigned to assembling parts of the solar panels.

JOBS FOR WOMEN. Theresa Sabanal, 30, is one of the local residents who benefits from the presence of AboitizPower's San Carlos Sun Power (SacaSun).

San Carlos City may appear laidback to visitors where getting to point B from point A is often done on pedicabs (bicycles with sidecars) with slightly reclined seats, but each of its more than 130,000 residents know how hard life can get without a stable source of income.

The women know this better than anyone.

Ma. Theresa Sabanal used to earn a living selling fish. A native of Sipaway Island, 30-year-old Theresa used her meager earnings to pay for her college education because her parents did not earn enough. She stopped going to school upon reaching third year in business management.

"Lisud gyud kayo. Usahay, kulang ra ang akong halin para ibayad sa utang sa tag-iya sa isda (Life was so difficult. Sometimes, I can't even pay for the fish I get on credit from the

fish supplier)," she lamented.

She said that she was happy if she could earn PHP300 a week.

Job opening

When San Carlos Sun Power, Inc., a subsidiary of Aboitiz Power Corporation, began constructing a 59-MWp solar power plant in Barangay Punao, Theresa decided to try her luck and see if the project could offer her any opportunities.

She found work as a member of the timekeeping unit when construction began in August 2015 and has been working at the SacaSun solar power plant since. She is now part of a group composed mainly of women who are tasked with repairing the photovoltaic (PV) modules.

"Maski og init, okay lang. Makabuhi na og pamilya ang ako'ng sweldo (Even if we're exposed to the sun, we're okay. Our pay is enough to provide for the needs of the family)," said the devoted wife and mother with a young child who attends daycare.

Suzzette Escoreal, Edna Araneta Alindajao, and Ma. Nilla Flores agree with Theresa, their team mate in PV module repair unit.

Stable job

Edna, 41, was a Barangay Health Worker before she became part of SacaSun solar power plant. Being a barangay worker was unstable because, at times, their contract would not be renewed by the local government and she had to wait for another six months for a job.

"Dili pud lalim na wala'y trabaho kay naa ko'y

Power

tulo ka anak na pakan-on ug paeskuylahon (It's not easy having to feed and send to school three kids without a job)," she said.

From the time the first sugar refinery was established in San Carlos in early 1900s up to early 2000, sugarcane farming remained the main source of livelihood of about 20 percent of the city's population. Sugarcane farmers involved in harvesting are paid according to the volume of sugarcane they bring to the sugar central. Some of the farmers earn around PHP1,500 net for two weeks of back-breaking

work that involved cutting several hectares of sugarcane and loading the canes on a truck.

It was not surprising then for women like Suzzette and Ma. Nilla to want to work overseas just to support their families' daily needs.

Working next to home

Suzzette said she was planning to leave for Manila to apply for an overseas job when she heard that SacaSun was going to construct a solar power plant in her barangay and the project's contractor was hiring women workers.

She decided to stay in the city and got a job, first as a timekeeper.

Ma. Nilla worked in an oil refinery plant in Malaysia for almost two years before she decided to come home and work at SacaSun.

"Lahi ra gyud kun naa ka duol sa imong pamilya (Nothing compares to being able to see your family every day)," said Ma. Nilla.

Suzzette is thankful to SacaSun for investing in San Carlos City, because it prevented her from leaving her family. *"Hinaut magpadayon akong panarbaho diri aron matubag nako ang panginahanglan sa akong pamilya na dili na kinahanglan molarga sa abroad* (I hope I will be able to remain in the job so I can provide for my family's needs without having to work overseas)," she said.

The SacaSun project sits on a 75-hectare property inside the San Carlos Ecozone in Barangay Punao, San Carlos City in Negros Island.

The project, which began delivering power to the Visayas grid last March 2016, employed more than four thousand workers throughout the construction phase. Approximately 80 percent of the hired workers came from the host community of San Carlos City and about a third or 1,500 of whom were women.

The SacaSun solar power plant in Visayas now adds to the AboitizPower's Cleanergy portfolio of hydro through its subsidiaries Hedcor and SNAP, and the geothermal facilities of AP Renewables, Inc. in Tiwi and MakBan.



I don't have to leave home to work. I hope I will be able to remain in the job so I can provide for my family's needs without having to work overseas.

–Suzzette Escorial,
SacaSun worker



Big firms prefer Cleanergy

Aseana Holdings, Inc., the developer of master-planned Aseana City, entered into a 10-year partnership with AboitizPower as the electricity service provider for one of its office buildings in Aseana City. Aseana One will obtain its power supply from AP Renewables, Inc.'s 390-MW Tiwi-MakBan geothermal power plant. Aseana One, with a peak demand of 900 KW, has been granted the Certificate of Contestability in 2015.

AdventEnergy also welcomed 11 new customers from Central Luzon under the Retail Competition and Open Access (RCOA) regime. The 11 companies are Yokohama,

HLD Steel Pipes, Amertron, Multi-tek, Kodec Precision, Nidec Subic Philippines, Juken Sangyo Corp., Sanyo Denki, Nicera Philippines, Hitachi Terminals Mechatronics and EZSET Tonglung Metals.

Power generated from renewable resource like geothermal reduces 93% carbon emissions. Under the Retail Competition and Open Access (RCOA), bulk electricity consumers or contestable customers are empowered to choose their own electricity supplier. This gives the contestable customers the opportunity to lower their electricity costs, and enable them to choose from a diverse source of power supply.

Aseagas transfers to Aboitiz Renewables, Inc.



AEV has announced the transfer of its stake in its wholly owned subsidiary Aseagas to AboitizPower's renewable energy company holding unit, Aboitiz Renewables, Inc., which houses all its renewable energy business units. AboitizPower President and COO Antonio Moraza said the sale will consolidate all of the group's power businesses under one roof.

In a disclosure to the Philippine Stock

Exchange, AEV stated that the acquisition price will be computed based on the subscription price of the shares, subject to the results of the fairness valuation being conducted by an independent financial adviser.

Aseagas, in partnership with British firm Gazasia Ltd., is constructing the USD50-million biogas plant in Lian, Batangas. Gazasia has put up an operating plant that produces

liquid biomethane fuel in the United Kingdom. Using waste-to-electricity solutions, Aseagas aims to help improve air quality through sustainable, green energy solutions generated from waste that would otherwise be left to pollute the environment.

Aseagas recently marked a major safety milestone after recording one million hours of safe work without lost time incident.

Manolo Fortich Hydro 2 achieves safety milestone



SAFE ON SITE. Locals working on the site for Hedcor's Manolo Fortich Hydro Project are required to wear PPEs or personal protective equipment.

Hedcor Bukidnon and its contractor, Sta Clara International Construction attained one million safe man-hours with no lost time accident in building the Manolo Fortich Hydro 2 Project in the Province of Bukidnon.

1,000,000 safe man-hours is the equivalent of 672 individuals working safely for 400 days.

It is the policy of Hedcor to provide and maintain safe and healthy working conditions. "No job shall be considered satisfactorily unless the team member has followed every precaution and safety rule to protect themselves and fellow workers," said Rene Ronquillo, Hedcor President and COO.

The Manolo Fortich Hydro 1 being built by JV Angeles Construction Corporation and with a capacity of 43.4 MW is 46% complete, as of this writing. Meanwhile, 25.4-MW Manolo Fortich 2 is pegged at 27% with Sta. Clara as the contractor. The two plants will be commissioned by the second quarter of 2017.

SNAP completes Maris Reservoir Optimization Project

The Maris Reservoir Optimization Project was completed on March 22, following the full installation of the additional three-meter layer of stoplogs on the Maris Re-regulating Dam, which will add some eight million cubic meters of storage in Maris Reservoir. The additional storage will provide flexibility to the project's operation and, together with other dam improvements such as

provision of two new gantry cranes, security fence, and safety handrails, will improve the dam operational safety and the irrigation water delivery of the National Irrigation Administration (NIA).

Maris Optimization is a project of NIA, with SNAP-Magat as its project partner. The implementation of the project was undertaken by SNAP's Greenfield Development Program (GDP) team.

Multi-stakeholder monitoring team formed for Maris South Canal project

SNAP-Magat has formed the Multipartite Monitoring Team (MMT) of the Maris South Canal (MSC) hydroelectric power plant to meet the environmental requirement of the power project.

The stakeholder-driven group was formalized during the two-day meeting held on April 6 and 7 in Isabela. It is a requirement of the environmental compliance certificate for the ongoing construction of the 8.5-megawatt hydroelectric power plant along the Maris Main (South) Canal in the municipality of Ramon.

As part of its general responsibility, the MMT has conducted its first ocular

inspection at the project site in Brgy. Ambatal. The MMT is composed of 11 members from SNAP-Magat, DENR-EMB Region 2, Department of Agriculture Region 2, Bureau of Fisheries and Aquatic Resources Region 2, Environment and Natural Resources Office (ENRO) of the Provincial Government of Isabela, National Irrigation Administration-Magat River Integrated Irrigation System (NIA-MARIIS), CENRO-San Isidro, BLGU of Ambatali, MLGU of Ramon, Ambatali Elementary School and RamCor, the Council of Irrigators' Association.

The USD47.1-million MSC hydroelectric power plant will be developed by SNAP-Magat

as a run-of-river plant and is expected to be completed in November 2017. It aims to generate additional electricity for the Luzon grid by utilizing the irrigation flow from Maris reservoir into Maris main (South) diversion canal. It is also covered by a memorandum of agreement with the National Irrigation Administration, the government agency that owns and operates Magat dam and Maris re-regulating dam.

SNAP-Magat also owns and operates the 360MW Magat hydroelectric power plant at the border of Isabela and Ifugao. It is a joint venture of SN Power of Norway and AboitizPower.



The energy sector is not easy to understand due to its complexities but through [the TSI Energy Education Center] we hope students, teachers, and the general public will be able to learn how things work in the sector.

–**Sebastian R. Lacson**,
President and COO, TSI



TSI President and COO Basti Lacson tours the students of Inawayan Elementary School around the center's unique features, which include an explanation of the process and nature of the circulating fluidized bed (CFB), other technologies that AboitizPower employs in its power project, a scale model of the power plant, the Mindanao power structure, and history of AboitizPower.

Visit TSI's newly opened learning center in Davao

Therma South Inc. (TSI), a subsidiary of the Aboitiz Power Corp. (AP), opened its Energy Education Center (EEC) last May 20 in a bid to make energy education more accessible to the public.

Located within the 75-hectare property of the 300-megawatt Davao Baseload Power Plant in Binugao, Toril, Davao City, the EEC, which was established with the support of the Aboitiz Foundation, features interactive and informative displays on the energy sector and the company. The EEC is part of the education component of TSI's corporate social responsibility.

"Through this center, we hope to impart better understanding and appreciation on the energy sector, the AboitizPower group, and the technology that the TSI plant is utilizing," Sebastian R. Lacson, TSI President and COO, said during the launch of the EEC.

Josephine A. Aragon, Inawayan National High School Principal, said the center is a welcome addition in the area as it makes energy and science education more accessible to the students who are not near the city center.

Displays in the center include an explanation of the process and nature of the circulating fluidized bed (CFB); a scale model of the boiler; scale model of the power plant; the Mindanao power structure; history of AP; and power generating technologies where AP is investing in, among others.

The EEC is open to the public every Tuesdays and Thursdays, except holidays, from 9:00 am to 4:00 pm. Prior reservation is required. Interested individuals may contact (082) 224-6516 for further inquiries.



The center will really help the students understand certain scientific principles better through the help of the visual displays. What they learn from the books may be very different if they see how certain principles are being applied.

– **Teresita F. Del Valle**, Chief Education Program Supervisor,
Department of Education, Davao City

VECO celebrates 111 years

- **At 111 years old, Visayan Electric Company (VECO) continues to provide power to every home and establishment while raising the level of service it renders to its customers**
- **Meralco visited its offices in Cebu to learn from its best practices**

Established on Feb. 5, 1905 by four American old-timers and local residents who pooled their financial resources and know-how, VECO has now grown to be the second largest electric utility in the Philippines. The company has surpassed the destruction brought by World War II and survived the Japanese and American occupations.

Today, VECO's franchise covers an area with an estimated population of 1.73 million. It serves the cities of Cebu, Mandaue, Talisay and Naga and the towns of Liloan, Consolacion, Minglanilla and San Fernando. It utilizes various state-of-the-art technologies in

its operations to improve its efficiency and service. It uses the SCADA (Supervisory Control and Data Acquisition) system to monitor and control its electric distribution assets via remote control. It also employs GIS (Geographic Information System) to map and

manage its facilities.

To mark its 111th founding anniversary, VECO gave away tokens to the first 111 customer in its SM, Consolacion and Talisay VECO offices. VECO COO Anton Perdices led the simple celebration held last February 25.



Meralco learns best practices from VECO

Representatives from Manila Electric Company (Meralco) flew in from Manila to Cebu to know more about VECO's implementation of the Nationwide Intensification of Household Electrification (NIHE) program. VECO is the first private distribution utility to successfully roll out NIHE, a program of the Department of Energy that targets 90 percent household electrification by 2017.

Through NIHE, the rural electrification process will be completed by providing the metering set-up of each individual household. Normally, a standard metering setup costs PHP3,750. DOE has granted PHP38.1 million for this program and is expected to run for a period of three years with a target of 600,000 unconnected households. VECO's contribution to this national target is 10,160.

"We want to learn the experience from VECO and how to effectively implement it," said Chito Zagala, Meralco's AVP for Market Operations and Utility Economics Specialist.



Eric Ching, VECO Community Relations Department manager and one of the proponents of the company's NIHE process flow implementation emphasized the importance of close coordination with the local government units to identify areas and households that do not have electric connection as well as the preparation and signing of formal agreements with the target beneficiaries.

"This year, 160 houses have already been identified. These are all located in barangay Lusaran and Bacayan, upland barangays in Cebu City. VECO is targeting 5,000 more households for 2017 and 2018. With this initiative, we will light up more sitios to empower their communities and improve their quality of life," Ching said.

Barangay Pulong-pulong campaigns for wiser electricity use

Electrical safety, electrical pilferage, and emergency response guidelines compose the topics that are being cascaded by VECO in its “pulong-pulong” or townhall meetings, in the different barangays of Cebu City. The Barangay Pulong-pulong is an ongoing awareness campaign that seeks to educate its customers and the general public about safer and wiser consumption of electricity.

“This pulong-pulong is beneficial to the public because we are the consumers. We need to know where to report unfortunate incidents linked to wirings, electricity meters, and the electrical posts that are present in our community,” said Aida Montañez, a 55-year-old barangay worker of Upper Toralba, Brgy. Apas.

Streetlight and Pole Utilities supervisor Ulysses Añasco talked about VECO’s emergency response guidelines. His topic touches on an important aspect of safety awareness. Last year, a young boy and resident of Brgy. Tinago died after being caught in the sagging wires of a telecommunication company.

“There is already an agreement between VECO and other telecommunication companies on how to prevent accidents involving hanging wires and redundant electrical posts. Our emergency response teams can now fix them even if we do not own them,” he said.

Revenue Protection Department Supervisor Glenn Torrejos urged the barangay workers, especially the tanods to report illegal wire connections because these are the usual causes of fire incidents. Meter tampering, illegal tapping, and the theft of electric power transmission lines and materials are punishable under Republic Act 7832 or the “Anti-pilferage law”. Those who are caught pilfering may be imprisoned from 6 to 12 years’ and pay the amount of the stolen electricity with surcharge.



INFORMED AND ALERTED. VECO made the rounds in the barangays of Apas, Cogon Pardo, and Day-as in Cebu City holding townhall-style meetings aimed at educating customers on how to be a safe and wise electricity user.

VECO team members kick off the Safe Kite Flying Caravan

Kites usually end up getting tangled in VECO’s power lines causing power trip-offs and sometimes, electrocution incidents. To support the City Ordinance that prohibits the flying of kites near electrical structures, around 100 VECO team members joined the annual caravan that went to 10 barangays in Cebu City. These barangays were identified to be prone to kite flying-related accidents. In addition to conducting a short briefing, posters and leaflets were also mounted in public bulletin boards.



Occupational Safety and Health Committee expands to include contractors

Occupational health and safety take center stage with the launch of VECO's Expanded Occupational Safety and Health (E-OSH) committee that coincided with

the 3rd anniversary celebration of its Labor Management Cooperation (LMC).

VECO's contractors will now become part of the expanded committee. The

establishment of safety officers for each contractor rendering their services to VECO is in compliance with the requirements of the Department of Labor and Employment (DOLE). Two safety officers are required from contractors that have at least 200 personnel.

The LMC provides an important venue to discuss labor-related issues involving employees and the management. Some officials of LMC on the labor side are also members of VECO's employees' union. They currently have 163 members from the rank-and-file team members. The E-OSH Committee symbolizes the progress of the LMC.

A series of safety and health-centered activities were also held to celebrate the LMC anniversary. These include VECOlympics, labor benefits seminar, environmental and health talks, opening of the VECO basketball court, and a CSR outreach at the Bethlem Care Center that benefitted 100 children.



EMBEDDING THE CULTURE OF SAFETY. VECO HR Supervisor Jose Germello Caballo (rightmost) explains the importance of the contractors' representation at the Expanded Occupational Safety and Health (E-OSH) committee.

Davao Light completes its first UDS project ahead of Araw ng Davao festival

The Phase 1 of Davao Light's UDS or Underground Distribution System project was completed ahead of the 79th Araw ng Davao celebration. Streets around the Davao City Hall opened with clean and uncluttered skies after the electric cables were brought down.

"The UDS is one of the most challenging projects that the Engineering has handled. But given the skills and the dedication of our engineers, Davao Light Kaibigans and the management, the project was completed on time.

The sleepless nights and the efforts we put in paid off when we received positive feedbacks of the Dabawenyos posted on Facebook and Twitter," said Reynold Felix, AVP for Engineering Support.

"No more dangling wires" said one netizen in his facebook post showing a photo during the festival's parade. Indeed, the 79th Araw



BEFORE



AFTER

ng Davao celebration has become more successful with the absence of the photo-bombing dangling wires in the background. The Davao City government plans to expand the UDS project to the major thoroughfares of the city.

Introducing **pera** HUB



Established in 1998 primarily to grow the Western Union network in the country, PETNET's new brand name PERA HUB is positioning the company to become the country's largest and most preferred urgent transactions center.

Banking and Financial Services



FASTER AND BETTER. AEV President and CEO Erramon Aboitiz (fourth from left) and AEV EVP and COO Sabin Aboitiz (farthest right) lead the ceremonial toast at the unveiling of the new PERA HUB brand with (from left) PETNET VP for Marketing and Auxiliary Services Ian Ocampo, Western Union Business Development Director Jeffrey Navarro, PETNET President Larry Ocampo, and City Savings Bank Chairman Eugene Acevedo.

Last May 19, PETNET officially announced to its business partners and key stakeholders its new brand name, PERA HUB. The brand reboot is a welcome change to effectively communicate the company's expanded services, as well as its being part of the Aboitiz Group. AEV acquired majority ownership of PETNET in the middle of 2015.

"Last year saw a lot of changes and development for our company. Aboitiz is a supportive and strong majority owner and partner, which provided a lot of opportunities for PETNET to grow further. Re-branding is another part of that journey," said Larry Ocampo, President of PETNET, Inc.

The change didn't happen overnight, but for Ian Ocampo, PETNET VP for Marketing and Auxiliary Services, it sure felt like it did. "We understand that the brand is not just about what we do but will be about who we are. So everyone became involved — from top management to Marketing and HR. We even had representatives from Channel Development, IT, Purchasing — we listened from every team to ensure we captured our role for every stakeholder," he said.

What PERA HUB stands for

Being in the business for 17 years, PETNET has served millions of Filipinos and their families, primarily through their remittance services. As the largest Western Union agent in the country, their customers expect fast and reliable service.

"Whether it's a nurse from Manila sending money to his family in the province, or a college

student receiving money for her tuition fees from her OFW father in the Middle East, we treat every transaction important and make sure the customers receive the warmth that goes along with it," said Ocampo.

PETNET also revisited their corporate values for PERA HUB and adopted the Aboitiz corporate values of integrity, responsibility, innovation, and teamwork. "We looked at the Aboitiz corporate values and realized these are the same values which allowed us to grow the business," said Ocampo. "We added 'friendliness' which is a distinct characteristic of how we do business."

What's in a name?

PETNET's new brand name, PERA HUB, signifies its competitive selling proposition of being a cash and payment-related transactions center. "It becomes self-explanatory. We are a one-stop shop for anything cash related. Whether customers want to pay their bills or send money to their families, we'll help them do it all here," said Ocampo.

The changes in its logotype reflected the kind of service PERA HUB aims to provide: horizontal lines beside the word 'PERA' denotes speed and reliability, while the font choice denotes friendliness and warmth. PERA HUB also has yellow and blue as its brand colors. Yellow is aligned with Western Union while blue is the color of trust.

Indeed, a new name ushers PETNET's growth from offering Western Union services to being a

money changing, bills payment, mobile loading, loans application, and micro-insurance center.

Just getting started

After coming up with the new brand name, the team took the next challenge of letting people know about the change.

The roll-out began with a town hall meeting where PETNET President Larry Ocampo himself briefed the company about the change. Team members in 2,100 locations were also trained to answer queries from customers.

"We are expecting to finish the roll-out by end of July 2016. Right now, we are getting great feedback from our customers," said Chris Cañadella, Senior Marketing Manager.

The brand reboot, however, is just the beginning of its aggressive expansion program brought about by its being part of the Aboitiz Group. The management is confident that these changes will take the organization to the next level.

"With our new brand name, we are confident that our commitment to serve our customers will remain if not unsurpassed," said Larry Ocampo.

"We are confident that PERA HUB will take us closer to our goal of being the largest and most preferred payment-related transactions center, aligned with our mission of creating long-term value for all our stakeholders," said Aboitiz Group President and CEO Erramon I. Aboitiz.

UnionBank's net income climbs 8.95% in Q1



This shows our deep commitment as UnionBankers to our journey to build a bank of enduring greatness. We are well on our way to providing smart banking options through Digital Banking to all our customers. This is only the first step towards the future of banking.

– **Edwin R. Bautista**, President and COO, UnionBank

UnionBank recorded a net income of PHP1.61 billion in the first quarter of the year, a substantial increase of 8.95% from the PHP1.48 billion earned in the same period last year. The strong first quarter results was driven by the Bank's strategic shift towards an accrual business model.

Interest income and the managed cost of funds led to a surge in the Bank's net interest income by 40.02% to PHP3.54 billion in the three month period, compared to last year's PHP2.53 billion.

The strategy shift was implemented to combat the effects of rising interest rates and volatile global market conditions. This move could not have come at a better time given how the banking and financial services industry as a whole recorded a trading loss. UnionBank was able to mitigate the 26.19% loss in the Bank's total other income that was attributed to trading losses. Total other income summed up to PHP1.33 billion.

The shift also reflects the Bank's focus

on its consumer franchise with a particular focus on loans and investments. As such, the Bank's loans and other receivables net expanded by 5.80% to PHP189.97 billion. This is propelled by expansion in both corporate and consumer-based asset businesses.

Moving forward, the Bank continues to focus on transforming for digital economy, capitalizing on its leadership in innovation, customer delight, and value for money.



UnionBank opens Tagaytay branch

UnionBank further expands its branch network with the opening of its branch in Tagaytay. The branch will offer UnionBank's wide array of SmartBanking products and services designed to meet customer needs. The branch is located at the ground floor of Tagaytay Prime Residences along Calamba Road, Tagaytay City.

UnionBank provides cash management solutions to First Life Financial

UnionBank has successfully piloted a customized Corporate Check Writer and Expanded Check Collections for First Life Financial. This will enhance the insurance company's disbursement and collection systems through utilizing the bank's branches designated as printing and releasing centers.

The bank's business relationship with First Life started way back in the 1990s when UnionBank was accredited by the company as a ROSS dealer (buying and selling of government securities through the Bank). UnionBank is also its transacting bank for the Bureau of Internal Revenue.



(Seated, from left): UnionBank President and COO Edwin R. Bautista, First Life EVP Jaime Santiago, First Life President and CEO Peter Coyiuto, UnionBank Chairman and CEO Justo A. Ortiz, and UnionBank SEVP Eugene S. Acevedo. (Upper row, from left): UnionBank Customer Market Segment Head Jaypee Soliman, UnionBank Relationship Manager Mike Ibarra, UnionBank Cash Solutions Manager Riss Gonzaga, UnionBank Sales Director Nicky Lacson, First Life Financial Adviser Ester Sy, First Life Finance Head Bella Ochoa, UnionBank EVP Joyce S. Gonzales, UnionBank SVP John Cary L. Ong, UnionBank AVP Maan Benedicto, and UnionBank Relationship Manager JC Ibarra.

UnionBank's financing projects

Building roads for brighter tomorrow

Manila North Tollways Corp. (MNTC) has signed a PHP5-billion peso loan facility agreement with UnionBank. The 10-year fixed rate loan will be used to support the company's toll road expansion projects and refinance its debts.

Helping media giants reach more audiences

UnionBank and ABS-CBN have signed a PHP4.75-billion 10-year loan facility to refinance the broadcasting giant's syndicated loan acquired in 2010. The media network intends to use the facility for system upgrades and replacements.

"We're exploring more opportunities to do business with UnionBank, not just on the loan side but also on the transaction banking side. We're looking forward to building a strong relationship with UnionBank in the future," said Ricardo B. Tan, Jr., Treasurer, ABS-CBN Corporation.



(Seated, from left) UnionBank SVP Frederick Claudio, UnionBank SEVP Eugene Acevedo, UnionBank President and COO Edwin Bautista, MNTC President Rodrigo Franco, MNTC Chief Financial Officer Maria Theresa Wells and MNTC AVP Amadeo Bejoc.



ABS-CBN Treasurer Ricardo B. Tan, Jr., Chief Financial Officer Aldrin M. Cerrado, Group CFO & Head of Corporate Services Group Rolando P. Valdueza, President & CEO Carlo L. Katigbak, UnionBank President & COO Edwin R. Bautista, UnionBank SEVP Eugene S. Acevedo, UnionBank SVP Frederick E. Claudio, and UnionBank SVP John Cary L. Ong.

Banking and Financial Services



FinnUvate Expo: a celebration of innovation

In line with its digitization strategy, UnionBank business units showcased their digital innovations at the FinnUvate Expo held last April at Marco Polo Ortigas Hotel in Pasig City. The teams brought their A-game with their vibrant booths and coordinated uniforms to highlight how their teams are pioneering the Bank's digital transformation to deliver SmartBanking to all their clients and stakeholders.





CREATING A CULTURE OF INNOVATION: UnionBank holds 21st Leadership Learning Council

In line with its commitment to build and develop leaders from within its ranks, UnionBank held its 21st Leadership Learning Council (LLC) discussing how team leaders can share and inspire innovation among themselves and their team members.

Dr. Paddy Miller, Professor of Managing People in Organizations at IESE Business School in Barcelona, Spain, gave insights on how to create a culture of innovation in the workplace. The renowned Innovation corporate speaker recommended that leaders should become “innovation architects” where they create an ecosystem in which team members and fellow leaders engage in key innovation behaviors as part of their daily work.

“You don’t have to be a Steve Jobs to create innovation. You can start small. Daily actions and solutions that are creative and imaginative that are centered in your line of work, which brings the sense of ‘innovation as usual’ to your employees can espouse



a systemic and sustainable system in the workplace,” Dr. Miller said.

UnionBank Chairman and CEO Justo A. Ortiz shared Dr. Miller’s thoughts. He said that for UnionBank to rise to the challenges in digital banking, leaders should “unlock the creative potential of the organization by taking a lot of small steps”, which in turn can “bring opportunities and solutions that are

focused to make things better for customers in the long run.”

Dr. Miller believed that what he calls the keystone behaviors of innovation: focus, connect, tweak, select, stealthstorm, and persist will guide team members and organize their innovative instincts on a regular basis thereby creating the best ideas that will matter most to the organization.

Telling Stories Better: Storytelling Workshop launched at LLC

UnionBank HR officially launched its first-ever Storytelling Workshop at the Leaders Learning Council last June 8. Part of the courses offered by UnionBank University, the workshop is designed to develop the talents, skills, and capabilities of UnionBankers to become storytellers who can share inspiring stories on how the Bank lives and breathes its values of Integrity, Magis, and Ubuntu.

Pilmico and partners break ground on meat cutting plant in Butuan



ON THIS SITE. Joined by representatives from Pilmico, National Meat Inspection Service, and Winrock-PCCP, Happy Enterprises President Engr. Victorino Balibrea lowers the time capsule during the groundbreaking ceremony of the new meat-cutting plant in Butuan City.

- **The plant is a joint project with Happy Enterprises & Resources and Winrock International Institute for Agricultural Development–PCCP / USDA**
- **Local farmers are expected to benefit from a profitable business model developed by Winrock and Pilmico**

Pilmico joined the official groundbreaking ceremony of a new meat cutting plant in Butuan City last June 7. The facility is a joint project with partners Happy Enterprises & Resources and Winrock International Institute for Agricultural Development–PCCP / USDA. It is expected to have a significant impact on the Caraga region's

economy, especially on 'the little guys' at the top of the food chain, the backyard farmers.

Once operational, the meat cutting plant will not only provide fresh, quality, and safe meat to Butuan and the Caraga region, but will also assure local farmers profit through the business model developed by Winrock and Pilmico. They will also have access to the

right genetics and Pilmico feeds essential to producing quality pork.

This plant is the first of its kind and its anticipated success will lead to the business model's replication in other parts of the country. The official launch of the meat-cutting plant is tentatively scheduled in October.



Salto holds gamefowl health seminars

Salto, Pilmico's gamefowl feed brand, conducted free seminars last March on essential practices in gamefowl breeding and conditioning for its loyal endorsers and breeders in Cebu. Nutrition and vaccination lectures provide information essential to farm productivity and performance. The event was part of a 3-day livelihood service for customers in connection with the Salto Breeders' Benefit Sabong on March 20. Over 200 gamefowl aficionados attended the event held in four separate locations in Cebu.



Mahalin Pagkaing Atin Updates

Mahalin Pagkaing Atin program (MPA) aims to promote sustainable entrepreneurship through promotion of local produce and instilling the “pride of product, pride of place” mindset for both farmers and local consumers, thus enabling operators to maximize profit without passing through middlemen. To date, Pilmico has already donated a total of 880 piglets, 252 egg machines, 6 bakery starter packages as well as assisted 14 agri-posts where beneficiaries received feedbags as restart-up capital.



We go around the country to promote backyard farming because we believe in the potential of our Filipino farmers to be a successful Partner for Growth. We hope that these piglets, egg machines and bakery kits will serve as the right tools to enable our farmers to develop sustainable livelihoods in the years to come.

– **Sabin M. Aboitiz**, President & CEO, Pilmico

Kalibo, Aklan ABL Sports Complex and Cultural Center, April 27

As it officially kicked off of the Mahalin Pagkaing Atin caravan for 2016, Pilmico introduced the newest addition to its portfolio of livelihood donations—bakery kits. Each bakery starter package includes a 1-deck, 4-tray bread oven, a bread rack, a working table, a delivery bike, and 10 bags of flour. MPA Kalibo also welcomed a group of 50 Philippine Army servicemen who were eager to learn useful tips on how to jumpstart a backyard farming business.



BAKERS AND ENTREPRENEURS. Arnel Barrios and Francisco Escarda, local bakers in Kalibo, Aklan, are the first beneficiaries of bakery starter kits, the latest addition to Mahalin Pagkaing Atin's livelihood donations.



READY FOR BUSINESS. The bakery starter pack from Pilmico covers all the basics.



FUTURE IN FARMING. “Matagal ko nang gusto magtayo ng sariling babuyan o manukan. Kaya naman nang nalaman kong magkakaroon ang Pilmico ng expo dito sa Kalibo, ako na mismo ang nag-aya sa aking mga kasama na dumalo,” shared Staff Sergeant Alan Mitra, who is stationed at Camp Jizmundito Libas Banga in Aklan.

Sta. Maria, Pangasinan Sta. Maria Covered Gym, May 3

Over 25 beneficiaries received livelihood packages from Pilmico including 15 piglets with one-cycle feed consumption each, 10 egg machines with 48-chicken sets and one-cycle feed consumption, and two bakery kits. The event also included seminars on animal husbandry and nutrition, basic and advanced baking demos, and cooking demos highlighting local dishes.

Sibonga, Cebu Bonifacio R. Bacaltos Sports & Cultural Centrum, May 18

In Cebu, 27 new beneficiaries received piglets, egg machines, and bakery kits at the MPA Expo, which was attended by over 500 residents and visitors. Chef Boy Logro and Pilmico AVP Feeds Sales for Visayas and Mindanao Jefferson Abian led the turnover ceremony of 30 piglets with one-cycle feed consumption each, 10 egg machines with 48 hens and one month's feed consumption, and two bakery starter kits.

AboitizLand and Ayala break ground on Gatewalk Central

MANDAUE CITY'S FUTURE LANDMARK. The mixed-use estate (shown in 3D rendering) will include office buildings, office buildings, residential options, parks, retail selections, and an Ayala Mall. (Watch the Gatewalk Central video on aboitizeyes.aboitiz.com)

AboitizLand and Ayala Land recently broke ground on the initial phase of Gatewalk Central, a PHP10-billion, 17.5-hectare business district and lifestyle destination soon to rise in Subangdaku, Mandaue City, Cebu, which the two companies are co-developing.

The mixed-use estate will consist of office buildings, residential options, family-friendly parks, retail selections, and an Ayala Mall. It will also have a wide mix of popular global and local brands, family dining, entertainment

concepts, and BPO office space. These features will be anchored along its main feature, a 30-meter wide, pedestrian-only street lined with trees and stretching across the entire estate.

"This has been a very strategic partnership for us as we share a lot of common values in building sustainable communities," said AboitizLand President & CEO Andoni F. Aboitiz, who led the groundbreaking ceremony with Ayala Land President Bernard Vincent Dy.

Gatewalk Central highlights AboitizLand's mission of nurturing local communities through strong and pioneering concepts. Ayala Land, meanwhile, reinforces its commitment to developing master planned estates such as the Makati Central Business District, Bonifacio Global City, and Cebu Business Park.

It is estimated to generate about 1,300 jobs during the construction period and 9,000 once operational.



LAYING FOUNDATIONS. (From left) Cebu Governor Hilario Davide III, Mandaue Mayor Jonas Cortes, Ayala Land President Bernard Vincent Dy, and AboitizLand President and CEO Andoni Aboitiz lead the groundbreaking ceremony for Mandaue's rising business center and lifestyle hub.

“This has been a very strategic partnership for us as we share a lot of common values in building sustainable communities.

– Andoni F. Aboitiz,
President & CEO, AboitizLand



TIMELESS CEBU. The University of San Carlos Theater Guild performed a play that retold stories from Cebu's founding and its evolution through time.

Cebu's history highlighted at annual 'Gabii'

As part of the annual Gabii sa Kabilin held last May 27, AboitizLand presented *Handurawan sa Karaang Sugbo* (Images of Old Cebu), an event that highlighted Cebu's history and unique culture through an evening of food, music, and performances at Plaza Parian, Cebu City.



YOU SHOULD BE HERE. New additions to Gabii's Parian leg are Pasundayag, a fun and enriching cultural talent contest for college students in Cebu, and Lumba Pangita, a race to various participating sites, which included team members from various Aboitiz Group Business Units as participants.

Gabii sa Kabilin 2016 had the theme 'Forging Peoples', a look into how Cebu and its people have journeyed towards building alliances, gaining partners, shaping a society based on its needs, and, at times, at war or welcoming different political views, religions, or lifestyles.



A HOST OF OFFERINGS. (ABOVE) The Kabag-uhan: Now and Then Photo Exhibit showcased old photos of the province while the Food Festival (BELOW) gave visitors a taste of Cebu's best delicacies and local cuisine.



AboitizLand launches Surya, a new phase in Amoa



CHOICE LIVING, PRACTICAL PRICE. Surya offers 539 units varying from one-storey attached, one-storey detached, two-storey detached, two-storey attached, and two-storey townhouses as well as subdivision lots.

AboitizLand has launched a new phase within Amoa, its 60-hectare community in Compostela, Cebu.

Surya (Sanskrit for “sun”) offers vecinos stunning views of the hills and the sea and will have up to 539 housing units, 272 of which are already available for pre-selling.

Priced within the practical Cebuano’s reach, the project offers one-storey attached, one-storey detached, two-storey detached, two-storey attached, and two-storey townhouse units as well as subdivision lots.

Amoa’s first phase, Samira, is almost

sold out while an additional five enclaves will be opened for pre-selling soon.

Inspired by traditional Filipino residences fused with minimalist modern architecture, Amoa traces its name to Visayan word “amo-a” which means “ours”.

New Sales Hub opens at SM Consolacion

AboitizLand has opened a new Sales Hub at SM Consolacion for a more convenient and accessible way of reaching out to its growing number of vecinos in North Cebu.

The Sales Hub is an additional point of contact to the AboitizLand’s representatives who facilitate the processing of purchases and other services. It has the same range of facilities available at the SM City Cebu branch.

Following its launch last year, Amoa holds the distinction of being the fastest-growing community in North Cebu. All 350 units in its first phase sold out within six months, 56 of which were sold during its grand launching with 30 over the past Christmas season. Amoa promises a convenient home life away from the hustle and bustle of a busy metropolis, boasting of 46% open spaces and customizable homes all at a reasonable price.





Republic Cement cites innovation as key to sustainable development

Republic Cement CEO Don H. Lee shares the company's sustainability initiatives at the first People Management Association of the Philippines (PMAP) Foundation Summit on Clean Air and Climate Change.

“ Sustainable development is the shared responsibility of the government and the business sector. At Republic Cement, we’re doing our part to help build a stronger and more sustainable nation.
– **Don H. Lee**, CEO, Republic Cement

With the global sustainable development agenda gaining new momentum on the heels of the historic United Nations Climate Change Conference (COP21) last year, organizations around the world are ramping up their contributions to climate change mitigation.

In the Philippines, where a dynamic economy continues to sustain robust growth in the construction sector, Republic Cement is spearheading the shift to environmentally responsive manufacturing practices and products.

Speaking at the People Management Association of the Philippines (PMAP) Foundation Summit on Clean Air and Climate Change, Republic Cement CEO Don H. Lee shared the company's many pioneering sustainability initiatives embedded across all aspects of its operations.

Lee explained that, “over the years, Republic cement has undertaken significant improvements in its manufacturing processes to reduce carbon dioxide emissions.”

Greening the country

Lee identified one of Republic Cement's sustainability initiatives in the area of responsible stewardship of natural resources. “Reforestation is an integral part of our operations,” explaining that the company has planted and grown more than 400,000 trees in over 700 hectares of denuded land starting 2013 for its contribution to the country's reforestation efforts. The company's reforestation program is estimated to sequester as much as 78,000 tons of carbon emissions from the atmosphere in the next 10 years and aims to expand its scope to 1,500 hectares by 2020.

Refuse-derived fuel

Republic Cement also looks to innovative solutions to promote energy efficiency. Lee said that the company has been utilizing alternative fuels since 2002, co-processing rice husk and other select biomass as well as refuse-derived fuel (RDF) sourced from solid waste segregation facilities to power its cement manufacturing operations. Its plants' co-processing activities contribute to effective waste management

while also reducing the company's dependence on fossil fuels.

Republic Cement also operates a Waste Heat Recovery system in its Teresa Plant in Rizal, which further improves energy efficiency by channeling excess heat from the plant's production processes to generate electricity. The system supplies nearly 30% of the plant's energy requirements, and reduces carbon dioxide emissions by approximately 12,000 tons per year.

Blended cement

Complementing these various process innovations is Republic Cement's Total Ash Management agreement with coal-fired power generating companies, which allow for the use of fly and bottom ash, by-products of coal-fired power generation, in the cement manufacturing process. This provides a sustainable alternative to the use of non-renewable quarry materials, like pozzolan, limestone, and gypsum.

Republic Cement today is the only cement manufacturer in the country that manufactures fly ash blended cement.

Cement 101

Everyone dreams about having their own home — a home that shows their progress in life. And when it comes to building their dream home, everyone deserves the best quality they can afford. For pozzolan cement, **KAPIT-BALAY™** is everyone's partner in progress. Kauban sa Pag-uswag.

KAPIT-BALAY™ is a high performance premium pozzolan cement that has been proven to exceed both Philippine and American standards in strength. Its special mix of fly ash gives structural strength overtime for constructions. That is why it is perfect for strong foundation work, slabs, columns, beams, hollow block laying, and even plastering.

KAPIT-BALAY™ was used in a rehabilitation project in partnership with Habitat for Humanity and the France-Philippines United Action (FPUA). The company built disaster-resilient houses for the residents of the French Village in Daanbantayan, Northern Cebu. These disaster-resilient houses were made for victims of Typhoon Yolanda. The houses are designed to withstand intensity 8 earthquakes and 275 kilometers per hour winds. It has thin shell concrete roofing, which have a double curvature structure. Due to its form, the roof is stronger rather than massive, rendering them to be lighter and more economical.

KAPIT-BALAY™ has also been used in construction and rehabilitation projects for communities in Bohol, Samar, Leyte, and Iloilo. **KAPIT-BALAY™** is also available in the Visayas region.



Republic Cement Services, Inc.
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Visit us at www.republiccement.com • [Facebook](https://www.facebook.com/RepublicCementPH) RepublicCementPH

Republic co-sponsors Philconstruct Visayas

The Republic Cement Group brought its blue cityscape booth to the Philconstruct Visayas Trade Show at the Waterfront Cebu Hotel last June 2-4. Philconstruct is the largest construction show in the Philippines that gathers the industry's movers and shakers, and thousands of leading brands and buyers around the globe.

The visitors learned more about Republic's most trusted cement products and construction solutions, and participated in the TechnoForum on Concrete Durability.



UNITED BUILDERS. Acting Cebu City Mayor Margot Osmena (in yellow) joins other construction industry leaders, including Republic Cement & Building Materials, Inc. President Renato Sunico (2nd from right), in the ribbon-cutting to open Philconstruct Visayas.



We are all builders — not just of houses, roads, and bridges — but of a better world for everyone. As partners in nation building, the Cebu LGU is exerting great effort to give its residents a place we all deserve.

– **Margarita Osmeña**, Acting Mayor, Cebu City



Expressing their creativity, they “painted” pictures of the leadership competency “Courage” in this manner.

A warm homecoming for the Republic Cement Cadet Engineers

Celebrating over a decade of talent development, Republic’s Learning and Organization Development Team gathered together close to a hundred cadet alumni as well as the incumbent cadets for a homecoming last May 25 and June 1 at the Asian Institute of Management Conference Center. The two events were organized to serve as venues for cadets

to share their experiences and learnings, and to rekindle their commitment to Republic Cement.

In a videotaped testimonial, Bullet Simbulan of Batch 1, who is now an Industrial Project Manager, exhorted his fellow cadets to always strive to make a good name for themselves and build a reputation by which they will be known. Republic Cement CEO Don Lee, on

the other hand, stressed the importance of building trust and how this can bring them to greater heights.

The seeds that were planted a dozen years ago when the Republic Cadet Engineer program was launched, have certainly grown and flourished with many of its graduates now holding key positions in the various Republic Cement plants.



GOOD MARK. “X” marks the spot where the tenth batch intends to leave an impression on the organization.

“

Follow your dreams.

Make it happen.

Leave a good legacy.

– **Cecill Sese**, Founder,
Republic Cadet
Engineer Program

Construction

Aboitiz Construction signs on to build fuel storage facility in Subic

TRUSTED BUILDER. Aboitiz Construction President & CEO Nap Pe and Chairman Jim Aboitiz join PCSPC executives at the signing of the contract to build fuel storage and truck loading facilities at the Subic Freeport Zone.

Philippine Coastal Storage and Pipeline Corp. (PCSPC) has awarded Metaphil the contract to build three 180-million-barrel fuel storage tanks and a 2-tank truck loading rack at the former's facilities in Subic Bay Freeport Zone. These projects are aimed at increasing PCSPC's storage capacity and, thus, draw new clients.

At the signing ceremony held last April 26 in Subic, PCSPC Chairman Michael Rodriguez and President & CEO David Attewill were joined by Aboitiz Construction Chairman Jim Aboitiz, President & CEO Nap Pe, VPs Jonathan Bendebel and Felma Yap, AVP Ria Espina, and Managers Raul Miscala and Alanie Diaz.

Raul Miscala has been assigned to manage the project, which is expected to employ up to 370 workers over the course of 12 months.

Aboitiz Construction has completed several projects for PCSPC over the years, all within schedule and in compliance to local, international, and environmental standards.

Kaubans get certified in CPR

Some 100 Kauban participated in the "Save a Life, Learn CPR" training held last April 25 at the Metaphil Complex in Mandaue City.

The event was organized by the Philippine Heart Association together with Philippine College of Cardiology Cebu Chapter. It is part of the nationwide campaign to promote steps in simplifying the process of helping victims of cardiac arrest because every Filipino's heart health matters.

A 5-minute film was shown on how to respond to a victim suffering from cardiac arrest. This was followed by a short discussion and a demonstration using training mannequin. Later, Kaubans' took turns to demonstrate CPR with medical doctors on hand to evaluate their abilities.

At the end of the training, the Kaubans were awarded certificates as proof of their ability to perform CPR the correct way on any cardiac arrest victim especially during emergencies.



CPR CAN SAVE A LIFE. Kaubans demonstrate CPR on training mannequin with help from medical doctors from the Philippine Heart Association and the Philippine College of Cardiology Cebu Chapter.



‘Shades of Summer’ theme colors Kauban Day 2016

Kauban is a local term for teammate. It signifies people working together to achieve more. It is in this spirit that the Aboitiz Construction Group's annual Kauban Day is held, promoting camaraderie and teamwork at its core.

With the theme 'Shades of Summer', Aboitiz Construction gathered around 200 team members gathered at the Green Lagoon in Compostela, Cebu on April 23 for a day of fun and games away from the office.

Kaubans were grouped into four teams with assigned team colors: orange, green, yellow, and blue. Each was represented by their Babe and Hank, along with their team banner and signature cheers. They then earned points from various games and competition. In the end, the Yellow Blazing Sun team was declared overall winner claiming the highest points, followed by the Orange Flamingo team, Green Waves team, and Blue Surfers team, respectively.

The Kauban spirit proved to be one of a kind and we thank all the Kaubans who were part of the preparation and the after-care. Special mention goes to the Proud To Be Kauban batches Teamwork Champs, Ligdong (Integrity) Kauban, Tribu (Tribe) Kasaligan (Reliable), and HR team who led the program.



Aboitiz donates 246 'Silid Pangarap' classrooms in six years

SYMBOLIZING COMMON VALUES. Aboitiz Foundation Chairman Erramon Aboitiz and Trustee Antonio Moraza present AGAPP Chairperson Pinky Aquino-Abellada with a specially commissioned sculpture entitled 'Mother of Education' by artist Glenn Cagandahan, a token of appreciation for the fruitful collaboration in support of early childhood learning.

- These AGAPP kindergarten classrooms are in 123 schools nationwide, worth over PHP143 million, and benefit over 55,000 students
- In 2015, Aboitiz allocated PHP232 million or 56% of the Group's CSR budget delivering a better learning environment for students

In turning over 30 new AGAPP Silid Pangarap kindergarten classrooms to DepEd last April, the Aboitiz Group has delivered a total of 246 of these preschool learning facilities that were built in 123 schools nationwide and worth over PHP143 million.

The project is in partnership with AGAPP Foundation and, since 2011, has benefited over 55,000 kindergarten students as part of Aboitiz Foundation's continuing commitment to create a more conducive learning environment. The latest batch of Silid Pangarap classrooms were built in 15 schools nationwide and will benefit 1,800 kindergarten pupils.

Aboitiz Foundation Chairman Erramon I. Aboitiz, Aboitiz Foundation Executive

Vice President and Chief Operating Officer Augusto Carpio III, AGAPP Chairperson Pinky Aquino-Abellada, and DepEd Undersecretary for Partnerships and External Linkages Mario A. Deriquito were present at the turnover ceremony held at Enderun Colleges in Taguig City. Also in attendance were other DepEd and local government officials as well as teachers and principals from beneficiary schools.

"AGAPP Silid Pangarap is more than just a school building. To the excited and curious little girls and boys it has welcomed over the years, it is where their dreams and imagination are awakened and nurtured. It is our privilege to be able to do our part and we commit to continue doing our part

to help make our youth become lifelong learners," EIA said.

In 2015, the Aboitiz Group spent a total of PHP415 million on corporate social responsibility (CSR) initiatives that had a positive impact on the lives of over 500,000 direct beneficiaries. Of this amount, PHP232 million or 56% was allotted to realize the Group's promise of delivering a better learning environment for students through facilities and assets alike.

DepEd has recognized the Aboitiz Group as a long-standing partner in the government's bid to uplift the state of the country's public education system, and as the Philippines' biggest contributor to public education.

EDUCATION

Record high 2,000 Aboitiz TMs join nationwide 'Brigada' 2016

This year's Aboitiz Group Brigada Eskwela drew 2,051 team members nationwide, a record-high number that brings the total to 11,091 TMs who have volunteered for the activity since 2008.

From 27 Aboitiz Group business units, team members trooped to 306 public schools nationwide to repair 235 classrooms and repaint 1,135. Repainting armchairs, construction of path walks, and repairing school fences were also included. All in all, nearly 150,000 students are expected to benefit from these improvements. (Watch the Brigada Eskwela video on aboitizeyes.aboitiz.com)



Brigada Eskwela is among the wide-ranging education-related programs of the Aboitiz Foundation.

It supports our aim to build a better learning environment that inspires our students to do well.

- Luis Miguel Aboitiz, SVP & COO,
AboitizPower Corporate Business Group



EDUCATION

AboitizLand equips Compostela residents with technical training

AboitizLand recognized 24 students who finished the Basic Electrical Course and 29 students from the Plumbing Course training programs, which were conducted through the Technical Education and Skills Development Authority. The company aims to equip out-of-school youth and unemployed residents from Barangays Cabadiangan and Tamiao in Compostela, Cebu with new skills that generate livelihood opportunities. The students were awarded certificates and electrical or plumbing startup toolkits as part of a new batch of graduates from the company's skills training program that caters to the needs of the real estate industry.



NORTHERN SAMAR TYPHOON-HIT SCHOOLS RECEIVE NEW ARMCHAIRS. City Savings Bank turned over a total of 120 armchairs to Cawayan National High School and Galutan National High School. Both schools were severely affected by Typhoon Nona that hit Northern Samar last December 2015.



CitySavings launches Project Pisobilities

CitySavings launched its newest signature corporate social responsibility (CSR) initiative on practical wealth management for public school teachers. Dubbed as Project Pisobilities, a series of internal workshops were rolled-out last April 25 and 26 for Visayas and Mindanao; and May 17 and 18 for Luzon to equip the bank's regional and branch business heads with the needed skills.

The workshops highlighted CitySavings' role in nurturing the financial well-being and protecting the interest of its stakeholders by promoting financial education to public school teachers. After an in-depth discussion of the module, a teaching demonstration followed to validate the participants' understanding, proficiency and ability to



effectively impart their knowledge to future beneficiaries.

CitySavings sees a huge potential for Project Pisobilities to instill a change in mindset on wealth management and aid the beneficiaries to plan for a financially stable future.

DID YOU KNOW?

The term "Pisobilities" is a word play between "Piso" (Philippine peso) and "possibilities". It was coined by a group of delegates from the 10th Aboitiz Future Leaders Business Summit.

CitySavings' Project Synergy produces more influencers of change

A new batch of DepEd teachers and non-teaching staff were once again empowered to influence change and create sustainable communities through CitySavings' signature CSR initiative, Project Synergy. A total of 86 principals from DepEd's Manila and Quezon City Divisions, as well as 32 non-teaching staff from Region 11 (Davao Region), went through synergistic and experiential learning workshops at the RAFI Kool Adventure Camp, Balamban, Cebu.



DUs rewire classrooms in time for school opening



Edgardo Caudia, Grade 5 teacher from Don Vicente Rama Elementary School in Basak, Cebu City, shows the new LED lights and wiring improvements carried out by VECO inside their classroom. The company repaired and upgraded the school's electrical wiring system and installed a total of 1,000 LED lights in 100 classrooms. Aside from having safer learning facilities, the rewiring project also helped the school reduced electricity consumption by as much 16%. VECO has rewired a total of 57 schools and installed efficient lighting in the cities of Cebu, Mandaue, Talisay, Naga and the municipalities of San Fernando, Minglanilla, Consolacion and Liloan.



Meanwhile, Cotabato Light officially turned over its rewiring project to Pilot Provincial Science and Technology High School in Cotabato City. Rewiring was done by ARKIPOWERLINE Construction Services, repaired and replaced the school's old electrical wiring to help prevent fire incidents. In photo are school officials and representatives from DepEd, local government, and Cotabato Light team members Michelle Pavillar-Prudente, Arlene Valdez-Hepiga, and Engr. Frederick Carlon. Cotabato Light is lining up similar projects with special focus on general safety and education.

The Salto Breeders' Benefit Sabong was held recently to raise funds in support of Pilmico's education projects in Talisay City, Cebu. Beneficiaries include Cadulawan Elementary School's over 600 pupils from Grades 1 to 6. Salto's projects included rehabilitation of classroom walls and other school fixtures, service learning activities, and donation of computer sets and other essential school supplies for the students. Salto seeks to encourage the youth to be more engaged in their studies by providing them with fundamental tools vital to a progressive learning experience.



ENTERPRISE DEVELOPMENT

'Life Sacks' creates new livelihood for Taguig women's coop

Pilmico and Aboitiz Foundation's Life Sacks Project helps save the environment while empowering women through livelihood opportunities and skills training. The initiative was recently launched in Taguig City with the turnover of six sewing machines with tables and chairs, sewing kits, and 1,500 used Pilmico sacks to the Sewers for Equity and Welfare Producers Cooperative, the project's first beneficiary.

The materials will start-up the all-women's association in making recyclable bags. These "Life Sacks Project" bags aims to create a more sustainable value chain of collection, recycling, and effective deployment of used Pilmico sacks by tapping local sewing groups nationwide to repurpose



the used sacks into recyclable bags, which provide them with additional income.

"We thank Pilmico and Aboitiz Foundation for choosing our coop as beneficiary. It is a great

blessing to be given these sewing machines. It is definitely a great help both to the women of our coop and our families," shared Cristeta Estabillo, chairman of the sewers group.

HEALTH AND WELL-BEING

Apo Agua joins medical-dental mission for IP communities

Last April, Apo Agua participated in two medical and dental missions held last April in the Calinan and Tugbok Districts in Davao City.

Apo Agua distributed medicines and supplies at the outreach organized by the Region 11 office of the National Commission on Indigenous Peoples (NCIP).

Volunteer health professionals included a doctor, two dentists, nurses, and midwives from the NCIP and Davao City Health Office.

A total of 285 beneficiaries from different tribes—Diangan, Bagobo Klata, Obo Manobo, and Matigsalog—were given free health services. Most common concerns were cough, colds, fever, diarrhea, hypertension, and toothache.



GROW STRONG AND HEALTHY. A child from Brgy. Tagakpan, Tugbok District totes her multivitamins donated by Apo Agua. Children and their parents received free medical and dental consultations organized by the NCIP last April 28.

Davao Light sends hygiene kits to displaced fire victims

Davao Light distributed hygiene kits to around 200 families affected by fires that razed three barangays within Davao City recently. The company saw great need for the hygiene kits as the displaced residents were temporarily housed together in one area, a scenario conducive to an outbreak of illness or disease. Community Relations Manager Fermin Edillon (4th from left) hands over the hygiene kits to City Social Services Development Office Department Head Maria Luisa Bermudo (5th from left) and to 76-A Bucana Brgy. Captain Rolando Trajera (6th from right) during the relief operations at the barangay.



OTHER INTERVENTIONS

Aboitiz business units aid 390 firefighters on Mt. Apo

The Aboitiz Group's Davao-based business units responded to the call for assistance in fighting the massive blaze that threatened Mt. Apo last April. In coordination with Aboitiz Foundation, Hedcor Sibulan, Therma South, Davao Light, and Apo Agua donated an assortment of food items and essential firefighting supplies. A total of 390 firefighters from key organizations benefited from the assistance valued at nearly PHP350,000.



UnionBank to the Youth: Pay It Forward

"You are given the chance to change the country, and even our planet for the better. I encourage you to use this opportunity to learn, to grow, and most especially, to give back, or even pay it forward, to the communities you are a part of."

This is what UnionBank EVP and Center for Strategic Partnerships Head Genaro V. Lapez imparted to the scholars of Ramon Aboitiz Foundation, Inc. – Eduardo Aboitiz Development Studies Center (RAFI-EADSC)'s Young Minds Academy (YMA) in Cebu City last April 8.

Lapez, together with UnionBank Communications Officer Liane Reyes affirmed the Bank's commitment to the program through a covenant signing that marked the beginning of the scholars' eight-month leadership and citizenship development training journey.

Now on its 10th year, the YMA program brings together future leaders and influencers aged 12 to 20 years old with the aim of developing a pool of leaders who are ready to effect change and make a difference for the country. YMA welcomed 128 new scholars this year, adding to its 833-strong alumni.

UnionBank has been a proud partner of the YMA program since 2008.



HEAR THE BELLS SING. UnionBank donated a carillon (singing) bell to the Archdiocesan Shrine of Divine Mercy in Mandaluyong City, completing the 14-bell Carillon of the Shrine. The institution is a long-time client of UnionBank Boni Avenue branch. UnionBank EVP and Center for Strategic Partnerships Head Genaro V. Lapez presented the donation to Msgr. Alberto G. Salonga, Jr., together with UnionBank Boni Avenue Branch Manager Cecile E. Dacanay and Corporate Banking 2 Head Chett S. Bernad.





Kicking off RAFI's 50th anniversary with a tour of Don Ramon's house

- Cebu media got an exclusive walkthrough of the Aboitiz home as they listened to family stories straight from RAFI President Roberto Aboitiz and Vice President Jon Ramon Aboitiz
- Special activities lined up are the Puzzle Challenge for team members, gift giving, media tour of Kool Adventure Camp, and upcoming books

Ramon Aboitiz Foundation, Inc. (RAFI) marks its 50th anniversary this year and to launch the series of commemorative events, RAFI President Roberto Aboitiz and Vice President Jon Ramon Aboitiz invited members of Cebu media for a tour of the Don Ramon Aboitiz House.

Walking through the house, the brothers led the guests from room to room, sharing Aboitiz family history and little known stories about the house located on Elizabeth Pond Street in Camputhaw, Cebu City last May. In particular, they talked about Don Ramon's guiding principle: "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."

The media guests appreciated the rare opportunity to know one of Cebu's most respected families better.

"For all their wealth and stature, the Aboitizes have stayed true to their roots through the decades. And yet there is no place that displays the family's sense of heritage and history more than the Don Ramon Aboitiz House," said Noel S. Villaflor,

editor of Sun.Star Weekend.

RAFI has also lined up a series of activities to celebrate half a century of elevating lives. These include the Puzzle Challenge that immerses team members in the work of other units and programs within the foundation; gift-giving to families in Cebu City to celebrate Don Ramon's generosity; a new book entitled 'The Foundation Called Ramon Aboitiz' that narrates the history of the foundation; the 'RAFI at Fifty' coffee table book; a media fam tour of Kool Adventure Camp; a milestones exhibit; and a grand celebration on November 16.

Candidates' Forum helps Cebuanos make empowered choices

The Mega Cebu Candidates' Forum was presented by Mega Cebu and the Ramon Aboitiz Foundation (RAFI) from April 13 to 20 with the aim to actively engage and inspire voters, enabling them to think critically and discern candidates ahead of the May 9 elections.

Different sets of Cebu gubernatorial, mayoral, and congressional candidates were invited to present their platform of policies and programs and how they intend to prevent unplanned growth amid Cebu's economic development. The forum also included a Q&A with a panel composed of members of the media, academe, business, youth, and civil society sectors. Collectively, these served to gauge each candidate's priorities if elected into office.

"We are doing this for the main purpose of giving our Cebuano public the chance to listen to the different programs of government of the different candidates. The main objective is to give them the chance to hear from the candidates themselves what their plans are. That is very important in making a wise decision on whom to vote for," said Caroline Ballesteros, Mega Cebu Communication and Stakeholder Relationship Manager.

Also during the series, the Eduardo Aboitiz Development Studies Center revived its 'Nine Marks of Leadership' tool to serve



HEARING FROM THE CANDIDATE. RAFI-Eduardo Aboitiz Development Studies Center Executive Director Evelyn Nacario Castro (left) listens to Governor Hilario Davide III (right) explain his plans on checking unplanned growth in Cebu. Between them is Vice Governor Agnes Magpale.

as a framework for evaluating candidates based on parameters it believes are crucial for good governance.

"The guide can be used as a tool of analysis and decision-making by voters in the current elections," said Evelyn Nacario-Castro, the Center's executive director.

RAFI Micro-finance opens three branches in Eastern Visayas



WARAY WELCOME. RAFI Micro-finance Executive Director Ma. Theresa Catipay (in blue RAFI polo shirt) leads the ribbon cutting ceremony at the opening of the new RAFI Micro-finance branch in Palo, Leyte. With her are (left to right) DSWD SLP Officer Francis Ibanita, building owner Lorna Sevilla, and Municipal Councilor Ina Monge.

RAFI Micro-finance has opened three new branches in Leyte to better serve more nanay and tatay clients around Eastern Visayas. These are in Carigara, Ormoc City, and Palo, which were all opened within April and brings the total number of branches to 28.

"We ask ourselves, where should we go next? If we want to reach out to more communities, we should go to other places since we already had extended help in Cebu for 17 years. That's why we're here in Leyte," said RAFI Micro-finance Executive Director Ma. Theresa Catipay during the opening of the Palo branch.

Even with the difficulty in learning the language, RAFI Micro-finance reached out to the Waray-waray part of Leyte to reach more people and help elevate more lives.

"We are here for a long-term relationship so that we can achieve our mission and be able to help more families," added Deputy Director for Operations Ailyn Lim.

"Upon listening to their orientation, I realized RAFI Micro-finance was OK especially knowing that they are from Aboitiz, which is familiar with us. I did not hesitate to apply for a loan because it will improve my business. I hope RAFI extends help to many more in starting businesses around here," said one nanay in attendance.

RAFI Micro-finance aims to serve approximately 90,000 clients by the end of 2016.

New classrooms and day care centers across Cebu

RAFI turned over a total of 33 classrooms and five day care centers in Cebu last April, ensuring pupils in five towns of a much better learning environment as classes begin in June.

Through the RAFI-Dolores Aboitiz Children's Fund (RAFI-DACF), three new day care centers were opened in Barangays Ilaya, Tupas, and Palanas in Ronda town and two more in Barangays Malolos and Budbud in Barili. Classrooms were painted light colors and its walls decorated with different cartoon characters and other designs.

Four two-storey, six-classroom school buildings were given to Mantalongon National High School in Barili town and Sangat National High School in San Fernando town through the RAFI Education Development Unit (RAFI-EDU). Calape National High School in Daanbantayan town and Bagalnga Integrated School in Compostela town also received their new classrooms.

Both Sangat National High and Calape National High School were part of an infrastructure project in partnership with the



NEW SCHOOL YEAR, NEW CLASSROOM. Barangay Captain Aquiles Gatcho of Malolos in Barili town (third from left) receives the certificate of turnover from RAFI-DACF Executive Director Iris Andrino.

Cebu Provincial Government and RAFI. The Capitol shouldered 40% of the cost and the rest by RAFI.

The RAFI-EDU turned over on separate occasions 18 classrooms in the towns of

Barili and San Fernando in the south, and Daanbantayan and Compostela in the north. Another three-storey, nine-classroom school building was turned over to Carmen National High School in Carmen town.

Relief to residents displaced by Cebu City's biggest fire in years



IMMEDIATE AND RESPONSIVE. Displaced residents received relief packs distributed by RAFI to an estimated 2,000 families affected by the fire in Mantuyong and Guizo, Mandaue City, Cebu.

Following a fire in Mandaue City that rendered some 2,000 families homeless, RAFI team members and volunteers distributed relief packs in Barangays Mantuyong and Guizo last March 18.

RAFI team members, civilian volunteers, and personnel from the Philippine Air Force came together to put the relief packs together, which included a pail, sleeping mat, hygiene kit, detergent powder, and rubbing alcohol as well as 16 family-sized tents shortly after the blaze.

Joan Camargo, 51, shared how she still clearly remembers the fire and how they all fled from what seemed like the mouth of hell. The families, she said, have been praying for financial assistance and housing materials so they could rebuild their homes. She and other affected residents are temporarily taking shelter at the Cebu International Convention Center (CICC) grounds because the Mandaue City Government is still re-blocking the fire scene, which would take months.

"What we need most is a decent place to stay. We really hope we could be given housing materials so we could start rebuilding our homes," Camargo said.

The blaze, considered the biggest to hit the city since 2007, struck three sitios in Guizo and Mantuyong.

Gabii sa Kabilin draws larger crowds



Proof of growing interest in Gabii sa Kabilin (Night of Heritage) is the increased number of people who visited at least 40 museums and historical sites in Metropolitan Cebu last May 27.

Around 5,000 people toured museums, churches, public buildings, and old structures within Cebu City, Talisay City, Mandaue City, and Lapu-Lapu City from 6 PM to midnight, roughly 66% higher than last year's number of 3,000 'Gabii' visitors.

The event's opening ceremony was held at the Casa Gorordo Museum grounds, where 'Gabii' started 10 years ago. Guest of honor Cebu City Acting Mayor Margarita Osmeña shared that she felt the event played a significant role in increasing public awareness of Cebuano culture and heritage and should be held twice a year, the second preferably in December.

Osmeña authored the resolution declaring Gabi sa Kabilin to be held every last Friday of May, the national heritage month.



LET'S DO THIS AGAIN. Cebu City Acting Mayor Margarita Osmeña was so impressed of the RAFI-led Gabii sa Kabilin she wants it to be held not just once but twice a year.



Message from the Chairman of WeatherPhilippines



Fellow Aboitiz Team Members,

7,392 hours. That's the estimated number of hours that a relocated team member spends away from his or her family living in the province.

For every second in those 7,392 hours, a potential Yolanda, Sendong, or Pablo is brewing up near a coastline, next to our homes in Luzon, Visayas and Mindanao.

And for every deadly typhoon within those 7,392 hours, an estimated number of 958 mothers, fathers and children die.

The rainy season has begun, and La Niña is expected to arrive during the fourth quarter of 2016.

We urge you to download the WeatherPhilippines mobile application, and to diligently monitor the weather conditions of your community every day.

Let us live our values of responsibility and teamwork, and get at least 10 family members or friends to download the app and to use it.

We are counting on you. Make sure that you and your loved ones are not one of those 958 casualties. Be #WeatherWiser.

A handwritten signature in black ink, appearing to read 'Sabin'.

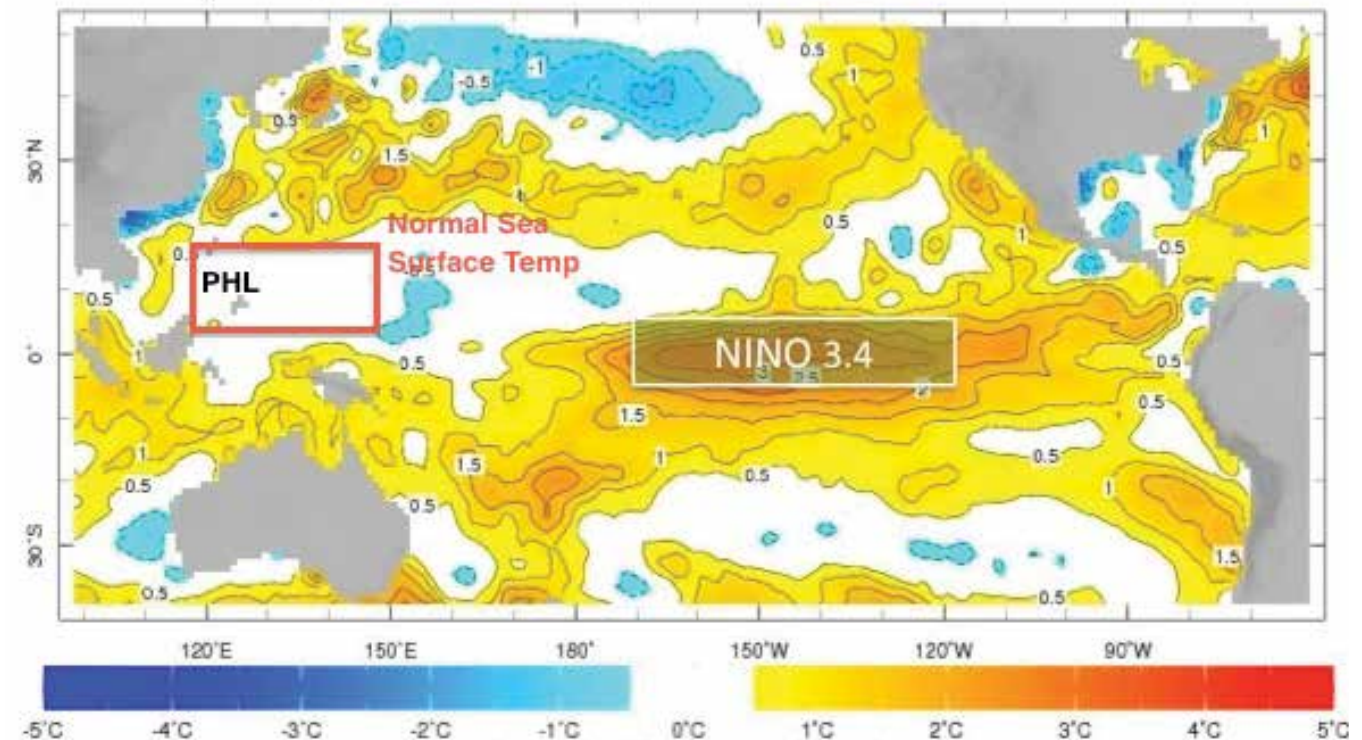
Sabin M. Aboitiz
Chairman, WeatherPhilippines



El Niño: Key points from 2015–2016 (Part 2)

In the first part of this series, published in the March issue of Aboitiz Eyes, we discussed the origins of the El Niño phenomenon and its general impact on the Philippine climate. The following sums up this year's El Niño in three simple takeaways.

Sea surface temperatures – departures from average February 7-13, 2016



CLIMATE GRAPHIC ILLUSTRATION. Sea surface temperature off the Philippine Sea and Western Pacific Ocean showing zero anomalies—not much difference from normal conditions observed during this same time of the year, quite unusual for a strong El Niño. Source: IRI-NOAA (<http://iri.columbia.edu/news/>)

Dismal rainfall amount in the Philippines

The country experienced below-average rainfall from November 2015 to April 2016. While the central and western parts of the Philippines experienced droughts and dry spells, the eastern coastline—including Cagayan, Bicol region, Eastern Visayas, and Davao Oriental—experienced less of El Niño's effects.

The 2015–2016 El Niño was quite unique compared to previous ones

In comparison with the last strong El Niño we experienced from 1997 to 1998, this year's phenomenon shows that the sea surface temperatures over the Western

Pacific Ocean, which includes the Philippine Sea, had been normal.

This resulted in some shower activity across the eastern sections of Central Philippines. In an intense El Niño, the ocean temperatures are usually cooler than average, thus, triggering an absence of rainfall activity over the Western Pacific Ocean.

El Niño is a recurring climatic phenomenon

El Niño recurs every 2 to 7 years, and typically persists for 9 to 12 months. If it's a strong one, meaning sea surface temperatures across the Central–Eastern Pacific Ocean deviate from its normal temperature range by 1.5 to 1.9 degrees

celsius, then it can possibly recur after 14 to 16 years.

About La Niña 2016

As of end-May 2016, the chances of La Niña occurring between August 2016 to January 2017 is at 60%. During La Niña, sea surface temperatures in the Western Pacific Ocean are warmer than usual, which leads to a higher probability of tropical cyclone formation within the Philippine Area of Responsibility (PAR). Tropical cyclones that form near the country will traverse a shorter distance before entering PAR, limiting their ability to further intensify.

Please visit weather.com.ph for more La Niña updates.



One million trees for home and heritage

TSI's Carbon Sink program in Davao City is expected to offset carbon emissions from the region's industrial centers, help maintain the Davao City water reservoir, and provide livelihood for the Matigsalug tribe through agro-forestry projects.

“ When the TSI baseload power project was approved, we immediately worked on the CSMP (Carbon Sink Management Program). We knew then that this was not going to be a one-year, two-year project. This would be a long-term project that would require resources and involve the government, the company, and the community, and we readily accepted the challenge.

– **Benjamin A. Cariaso, Jr.**, COO, TSI



Sustainability



We are extremely grateful for the kindness and generosity of Therma South and the Aboitiz Foundation in supporting our tribe's cause of cultural preservation and environmental protection. Rest assured that we will take care of this project as a way of showing our high regard for our tribe's friendship with TSI.

– **Datu Juanito Mandahay**, Matigsalug Council of Elders

Before it became known as Davao River, it was called Salug, which means river. It is a vibrant tributary that traverses Davao, Bukidnon, Cotabato, and Lanao. Many centuries ago, an ancient tribe of indigenous people settled along its banks, carving 40,000 hectares of riverland and forests that became their ancestral home and is now an important watershed system in Mindanao. Preserving the Matigsalug community means restoring a dying way of life that is deeply rooted in nature, a way of life that is being threatened by illegal logging and slash-and-burn farming.

From the dialogues with the Matigsalug elders came the idea of the Carbon Sink Management Program (A carbon sink is a forest, ocean, or any other natural environment, which has the ability to absorb carbon dioxide from the atmosphere). With the help of Therma South, Inc. (TSI), a carbon catchment buffer zone of around 1,000 hectares will be developed in the Marilog district by growing and maintaining one million indigenous tree species within a 10-year period.

To ensure its lasting impact, TSI is also building the tribe's capability to take care of

the watershed through community-based forest management trainings and livelihood development assistance. The company recently partnered with the Department of Trade and Industry for the distribution of sewing machines, conduct of trainings, and market linkages that will allow the Matigsalug women to earn additional income from their ethnic-inspired ready-to-wear products.

By partnering with our stakeholders, we demonstrate that energy development and environmental protection can go hand-in-hand.

Watch the CSMP video on aboitizeyes.aboitiz.com



214,630
trees planted



290
hectares land covered



91%
Survival rate



37,135
seedlings propagated at the
TSI Central Nursery



TRAINING OPPORTUNITIES FOR THE MATIGSALUG WOMEN. In Partnership with Davao Light and the Ateneo de Davao University Mindanawon Initiative for Cultural Dialogue (MICD-AdDU), TSI held a series of trainings for the capacity building of the Gumitan Women Farmers of the Matigsalug Tribe. The trainings included basic financial literacy, Indigenous People's rights seminar, and visioning workshop.



Homecoming

For a caretaker's son at the Aboitiz Cleanergy Park, coming home is all about re-learning the lessons of family and environmental stewardship.

Rodolfo “Rudy Boy” Manib, Jr., knows very well how it is like to come home. He is a resident of Punta Dumlalag in Davao City, where the Aboitiz Cleanergy Park, a sprawling eight-hectare outdoor biodiversity park, is located.

“I was born and raised here, I remember how we used to play hide and seek or run around the place anytime we wanted,” Rudy Boy reminisces, gesturing to the pristine shoreline where the crystal-clear water lapped against the soft white sand.

The Aboitiz Cleanergy Park showcases an urban-based habitat conservation and biodiversity management initiative. In a baseline study conducted by the University of the Philippines Mindanao and University of Southeastern Philippines, it was revealed that 66 other species thrive in the coastal

ecosystem, truly a haven for species of trees, birds, fish, seagrass and corals.

Its location in Punta Dumlalag has been identified by the Department of Environment and Natural Resources (DENR) as one of the nesting sites of the critically endangered hawksbill turtle (*Eretmochelys imbricata*). Earlier this year, the Aboitiz Foundation stepped up its conservation campaign with “#BetterWorld for the Pawikan,” a drive to raise funds for the protection and preservation of the hawksbill turtle. This fundraising will not only secure the sanctuary of the hawksbill turtles but also spread greater public awareness on how everyone can help its survival amid climate change and harmful human activities.

Since it opened in April 2015, the Park has released nearly 2,000 hatchlings from

17 pawikan nests and welcomed over 1,400 visitors—students, representatives of key government agencies such as the DENR, private organizations, and everyone interested in learning about nature conservation and pawikan protection.

Rudy Boy's father, Rodolfo “Roche” Manib, Sr., is a caretaker at the Aboitiz Cleanergy Park and part of this conservation effort.

“When Papa started working here, there were already sea turtles to take care of. At day break, Papa comes here and scours the entire place for any sea turtles,” Rudy Boy explains.

Like other sea turtles, the pawikans at the Aboitiz Cleanergy Park possess a unique trait growing up.

“What I know about the sea turtle is that wherever they were hatched, they always return to that exact place. I learned this from

Sustainability

Papa,” Rudy Boy shares, recalling the several pawikans he has seen return over the years.

Rudy Boy and his brothers have long since grown up and now lead separate lives, but they never cease to return to the place they call home.

“We still come here to visit. We’d help Papa even though he says not to anymore. “But we’re already here, so we might as well make his work easier,” he smiles.

Homes are, in a way, like life’s compasses: no matter where we end up in life, at the end of the day, we always come back home.

The pawikan has played an important role in keeping our world’s oceans healthy for over a hundred million years. Rudy Boy and his family are helping ensure these critically endangered sea turtles will stick around for a long time. You, too, can be part of their protection and preservation.

Visit <http://ushare.unionbankph.com/aboitiz/> to donate. Every peso you give goes a long way toward making a #BetterWorld for the Pawikan.

For check donations, please issue to **Aboitiz Foundation, Inc.** and send to **Riza Madrid** at **21/F NAC Tower, 32nd Street, Bonifacio Global City, Taguig City.**



STEWARDS OF THE SANCTUARY. Roche and his sons have been taking care of the pawikans and other inhabitants of the Aboitiz Cleanergy Park. Watch the Caretaker video on aboitizeyes.aboitiz.com



YELLOW-BREASTED FRUIT DOVE. The Park is a haven for biodiversity and welcomes unique species of birds. (Photo by Brenda Milan)



INTERNAL GPS. These hatchlings will go back to where they were hatched. That’s why it is important to protect and preserve their natural habitat so they can come home.



NURTURING BIODIVERSITY.

Team members from Apo Agua visited the Aboitiz Cleanergy Park on May 26 in time for the Month of the Ocean. The team, led by General Manager Cirilo C. Almario III (leftmost), took the opportunity to learn about “#BetterWorld for the Pawikan” campaign. They also carried out a coastal cleanup and planted mangrove propagules.

Sporting a healthy and sustainable lifestyle

An inspiration to aspiring athletes

When she was diagnosed with lumbar stenosis in 2013, Dixie was disheartened. As a long-time marathoner, this means taking a step back from what she loves to do. Her condition prevents her from running distances beyond 10 kilometers. Instead of receding to a sedentary lifestyle, she underwent physical therapy and continued to pursue a healthy lifestyle.

Her sheer determination and indomitable spirit fueled to break her limits by pursuing a wider range of sports activities. Aside from scuba diving and target shooting, she began doing other outdoor activities like swimming and cycling. Who knew these would be her stepping stones to becoming a full-fledged triathlete?

In May of this year, she joined her first triathlon race, the Tigasín Triathlon in Bolinao, Pangasinan where she finished third in her category.

“It was really a challenge and I asked myself why did I want to do this again? You feel your lungs bursting and your legs wobbling after the sprint. But at the finish line, you get energized and you start planning for your next race,” Dixie said in between laughter.

For Dixie, she feels lucky to get that much-needed support system from fellow athletes. Manny Rubio and members of the AboitizPower Tri Team introduced her to the discipline and fun of training as a triathlete. Every weekend, she joins the team trainings in Sta. Rosa, Laguna, Clark, Pampanga; and Subic, Zambales, guided by their triathlon coach Mathieu O’Halloran.

“Yes, I have a regular workout schedule, where I do cardio exercises like swimming, running and biking. I have a personal trainer, who manages my conditioning and core training. I also have a triathlon coach,” she said.

In her second race at the 5150 Triathlon held recently in Subic, Dixie placed second in the women’s sprint category. All she wanted to do was finish the race for the sheer joy



It's never too late to take on a new adventure. Being a triathlete requires a lot of hardwork, focus and discipline. You become addicted to the adrenaline rush.

– Dixie Dugan, VP – Legal Management Services, AEV

of just being active outdoors. She even had to squeeze the race before her business trip to Norway. She only received the good news when she landed in Oslo the day after.

Dixie together with the members of the AboitizPower Tri Team registered for the upcoming Aboitiz TRI2016 event. She encourages fellow team members to pursue

an active and sustainable lifestyle.

“It’s never too late to take on a new adventure. Being a triathlete requires a lot of hardwork, focus and discipline. You become addicted to the adrenaline rush,” she said.

Go to www.bikekingphilippines.com to register for the Aboitiz TRI2016. Deadline is July 31, 2016 or until slots last.

Eco warriors run for a cause

Together with over 20,000 other runners, 30 team members from Republic Cement's Norzagaray Plant joined the National Geographic Channel's Earth Day Run held on April 17, 2016 along a race course that spanned Bonifacio Global City and McKinley West.

NatGeo Channel celebrated seven years of promoting fitness and sustainability by expanding the run's coverage and bringing the race to five cities across the region: Singapore, Hong Kong, Shanghai, Tai Chung, and Manila, with the registration fees collected from the race going to World Wide Fund for Nature to support its many projects.

For the runners from Republic Cement Norzagaray who have regularly participated in the NatGeo Run as their way of expressing support for the environment, this year is particularly meaningful as race proceeds will be helping fund the reforestation efforts at the Ipo Watershed in Bulacan, which is right around their neighborhood.

Proudly wearing the company logo on the



Eco Warriors from Republic Norzagaray, from left to right, standing: Ricky Pascual, Arnold Alforque, Bojo Macaraeg, Rose Ann Villanueva, Thess Cantero, Ivan Herrera, front row: Lorin Robinson, Manny Ocon, Josh dela Passion, Jonathan Manalo

right breast of their singlet, the Republic Cement runners pounded the pavement together with other fitness enthusiasts, forming the largest collection of running Eco

Warriors in the history of the race. Three of the runners from the plant, Jo Capistrano, Ralph Garcia and Donald Santos received medals for finishing the 21K half marathon.

AboitizLand communities observe Earth Hour

In a symbolic action to help change climate change, AboitizLand partnered with homeowners, merchants, and locators to mark Earth Hour 2016 by switching off non-essential lights for one whole hour on March 19.

Homes, buildings, and establishments at Kishanta, Ajoya, and The Persimmon Plus properties as well as throughout Mactan Economic Zone II simultaneously went dark at 8:30 PM, saving up to 1,642 kilowatts of power.

Around 900 residents from the different communities took part in the global movement by joining several activities hosted by AboitizLand. Fire dancers and drummers entertained the crowd while a Trivia Night and an e-waste collection campaign went on.

Just before Earth Hour, AboitizLand



team members led an Information, Education, and Communication (IEC) campaign called 'Kiddie Earth Heroes Caravan' at both Ajoya and Kishanta. The caravan aimed

to raise awareness on how to "change climate change" by bringing together its stakeholders in its commitment to nurture the environment.



LEADERSHIP

Notes by Endika Aboitiz

Over the years, I've made notes from reading and experience on what are the main ingredients, qualities, and behaviours that we need to be guided to be better leaders.

The components include:

- Basic ingredients of a leader
- An atmosphere a leader must create
- A circle of advice
- Levels of learning
- Abilities
- Habits

BASIC INGREDIENTS OF A LEADER

- Intelligence
- Emotional Stability
- Diligence & Discipline

A leader must have the basic hardware of intelligence, and the curiosity that follows. The higher the level of leadership bestowed, the higher the level of intelligence is required with a processing brain running at x gigahertz speed.

In addition, there is a difference between one who is intelligent and one who is merely educated.

A leader must be emotionally stable; if they had mothers who did not love them, they tend to be loaded down with strong biases and prejudices. They are often unreasonable, motivated by emotions and not by facts. That clouds judgment and fairness at work and will not gather the best team together.

Emotion here is not passion. Passion has energy and an enthusiasm that fuels people.

Diligence and discipline are two other ingredients of a leader. A team, people, rely on you and these two qualities ensure one

delivers what one promises because teamwork is a chain relying on everyone including the weakest link.

These two ingredients give the realization that there are three most important things in life that you give time for: one's health, family (which includes close friends), and work.

AN ATMOSPHERE A LEADER MUST CREATE

A confident leader must create an atmosphere where team members are allowed to express an opinion and feel safe in being candid and disagreeing with you. Often, such differences bring about a new and valuable perspective. Open discussions raise self-confidence among its members and a way to recognize those who want to contribute to good and better changes.

A CIRCLE OF ADVICE

A circle of friends, diverse in thought, provides fresh air, new thoughts, new ways of seeing things, and new outlooks. Thinking like your friends engage you in mimetic, thinking as others think. You venture only into safer places where no one takes you to task if your mimicked assumptions are wrong. If errors of commission are made, they are still less grave than errors of omission.

Friends giving the same advice do not allow new and independent directions that may challenge or validate beliefs. This reveals a conceited leader's low need for approval by others.

I trust the wisdom of crowds.

We don't need independent directors as much as we need independent thinking. I find there is too much mimetics – can thinking.

Even high-level professionals want to play safe and hide in the thinking of the majority as sins of thinking; omission is never penalized.

LEVELS OF LEARNING

Learning and its various levels come from one's reading and travel habits, a curiosity, and an attitude towards change.

I read everything and read continuously. And this includes the web. I learn both formally and informally; they go together in the constant learning and practicing, learning and practicing yet again. I am curious, linking things, and asking, asking, and asking, learning from thinkers that write things down. Learning languages gives me a sense of the different nuances in communicating.

I travel and learn from roaming around the world. I learn that every culture is similarly searching and asking and no one has the formula.

Curiosity raises our interest to new and higher levels making us learn more and makes us adaptable to change. Every opportunity to learn gives us yet another chance to become better, another chance to search and find truths, allowing us to abandon old beliefs and thinking.

An open attitude towards change creates humility in leaders as well as an absence of arrogance.

ABILITIES

In searching for truths we need the Ability to find the interdependencies in society. We examine context and problems at different levels in order to pick the right solution at the right level. We find hidden assumptions – and

there are so many – because truth is never obvious and one must look beyond it.

There are hidden agendas, too. People are never after what they say they are after or what may appear they are after. That's not necessarily bad. Out of sensitivities, what may be desired cannot be said.

For example, the attraction of religion and the Pentecostals is not just the obvious offer of salvation. Urbanization today requires a comforting social structure to survive in. A provinciano from Siargao arrives in Manila, which he thinks is a jungle, would need a support system like that of a church, with a formula used by the early beleaguered Christians in Rome. People need to be in gatherings, in social movements that are not distinctly religious like El Shaddai.

The clash of religions is not the obvious reason behind 9/11. It may have more to do with frustration of varying levels.

Thinking clearly, thinking in gray space, and exploring uncomfortable truths are outcomes of the Ability to find the interdependencies in society.

We not only think clearly, we help others do the same and, in turn, we may find new ways of looking at things.

Nothing is black and white and we can explore looking at things in different levels of gray. This in turn allows us to explore what were once discomfiting but were based on erroneous facts, repeatedly passed on over time. Yet, there may be wisdom we have not found that have been passed on over time as well and we need the ability to explore them no matter how far away from our comfort zones they take us.

HABITS

Developing Habits ensures the above components. Like diligence and discipline,

doing your homework sets you up to be recognized and chance favors the prepared.

Though both are necessary, one should listen more than lecture. And there is a difference between listening and waiting for your turn to speak.

Listening is not just tolerating but also actually showing respect. True respect means open enough to change one's mind if the other brings in new information, a new point of view that makes sense.

Listening teaches a willingness to be wrong. No one expects you not to make mistakes. Mistakes are investments. Admit them, admit them openly and learn from there. Be willing to also ask for help since no one person knows everything nor can one handle all things alone.

Create an environment where people are safe to question their leaders because it is not only your right to question, it is your responsibility. Leaders in turn should have answers for your questions, or be able to get them, or be able to tell you they cannot answer them. Some answers are strategically confidential but only very few.

Be a problem solver because everything has a solution, though nothing is ever as good as it looks and nothing is ever as bad as it looks either. In goal setting, make sure they are achievable but challenging.

Make certain you have the best team possible who work as one, chosen for merit and not as stars who belong in Hollywood.

You must discriminate very heavily on who becomes your team. Discriminate not in marital status, not in gender, and not in sexual preference but discriminate in favor of intellectual honesty, work ethic, and teamwork results.

See yourself as part of a larger whole or many larger wholes. Commit to developing the capacities of others as well as your own.

When an effort is successful, share the spotlight because it belongs to all. No one can do it alone. Good leaders don't care about praises; they care about getting things done. Truly good leaders have a low need for social acceptance.

“ When an effort is successful, share the spotlight because it belongs to all. No one can do it alone. Good leaders don't care about praises; they care about getting things done. ”





Felino Bernardo on Renewables (and Marrying Miss America)

He is the President and COO of AP Renewables, Inc. (APRI). He steers the company amid business expansion in an era where clean energy is a game-changer in the power industry. We had a chat with him and talked about renewable energy and his brush with 'Captain America'.

People

What's your background before APRI?

I studied as an Electrical Engineer, and eventually ended up in Sales and Marketing. Just before APRI, I was part of American Standards, which is also a part of LIXIL group of Companies, a Japanese company based out of Tokyo. Before heading LIXIL Philippines, I was also country manager for Kodak Philippines.

What made you decide to accept the role in APRI?

A headhunter found me in LinkedIn and talked to me about this opportunity working for APRI, a renewable energy company. Since I have always thought of coming back to what I started, which is really power and engineering, that sort of attracted me to APRI, including the renewable aspect, which is very interesting.

What is the role of APRI in delivering the mission of AboitizPower?

The core of our mission in AboitizPower is to deliver reliable and ample energy, at a reasonable cost, with the least impact to the environment. Obviously for an operations company, we need to make sure that we will continuously be available at all times, and provide an energy resource to the grid at a reasonable cost. So, renewable is key to this mission because we provide a balance. We make sure we're not dependent on one particular source of energy. There is coal, there is oil, but renewable gives us the flexibility in our energy portfolio.

What RE projects are you excited about?

I'd say that I'm most excited about our expansion outside the Philippines, for various reasons. Renewable energy itself is an exciting business opportunity. Working in an international environment, starting from exploration to putting up the power plant, coming up with new strategies how to operate internationally — those are new challenges to me.

Indonesia is a good country to operate in. Our success there will give us the opportunity to build on future successes, not only in Indonesia but future markets that we would like to enter. Similarly, it will teach us valuable lessons on how to improve our future operations or future explorations in international countries. There are so many things that we can gain from this experience, not only from the additional megawatts, additional business that we will get from that expansion.

What role would RE play in the future of Aboitiz and the country's RE program?

Aboitiz as a whole is very much committed to exploring new opportunities in renewable energy, particularly in geothermal. So we will continuously look for opportunities to expand and buy into existing geothermal operations.

I think APRI is in a unique situation because we have been operating power plants for more than 30 years. We have the wealth of experience and we take that experience and try to make it better, try to make it more organized, more structured, so that we can pass this wealth of experience to future generations of engineers for them to be able to operate power plants more reliably and more efficiently.

You just signed the Green Bonds with Asian Development Bank (ADB). Can you tell us more about it?

The climate bonds, like green bonds, are themed bonds. They're given out by banks and financing institutions like the ADB. The sole beneficiary of climate bonds are energy projects that will help the environment. Before your bond gets rated as a climate bond, a London-based institution studies the companies that apply for it.

It's important, I think, for two reasons: a vote from the international community that our projects or operations are really helping the environment. All our processes in the power plant and the way that we address the community, the way that we operate in our communities, are all in line with ADB's policies, international policies, and also the international standards on protecting the environment. So that's a very strong vote. We are happy to be the first one in Asia to get the climate bonds.

Second, I think it's also very important to realize that having international institutions like ADB giving us that loan, under the climate bond, is a very significant accomplishment. They realize the capability of APRI to operate efficiently and generate steady cash flows to pay the loan that we just took out. They believe in our strong processes, the ability of the company to deliver sustainable energy. So it's a very strong vote of confidence for the organization. I'm happy that we are able to get these climate bonds from ADB.

ON A LIGHTER NOTE

What makes you get up in the morning?

What motivates me I think are the challenges, personal and professional challenges. I get

excited whenever I am doing something difficult, or something challenging — both mentally and physically. I try to wake up very early, I try to run, swim or exercise. I wake up at 4:30 in the morning, start exercising about 5, leave the house about 6:30 to beat the traffic.

What are your hobbies? What do you like to do in your free time/weekend?

Golf is one of my passions — I am trying to beat 18 on the golf course. I will be part of the Aboitiz Golf Tournament.

On my spare time, I spend time with family, try new restaurants, hang out with friends to catch up. I don't have a favorite restaurant, my children and wife select a restaurant, and I just pay. (laughs)

We saw you perform at the Recognition Night last year. Are we going to see another performance from you this September?

You want to go through the same thing? (laughs) But seriously, you know I didn't know that it wasn't a required performance for us. But anyway, I said yes because I like to have fun with colleagues, with my batchmates — I call them batchmates.

What's your most memorable personal experience?

There's no particular event that I can recall, but I think it's a series of events. I've had many bosses, many supervisors — good supervisors, bad supervisors, excellent supervisors, good leaders, and so on and so forth. So, the only thing that I can recall is I always try to learn from the good ones, from everyone, the good things that they do. I also try to learn from the bad things bad bosses do. I try to incorporate all those things into how I manage my daily life and also how I manage my own organization. So it's really a series of things that you learn from other people, from the good things and the bad things.

Lastly, share us a trivia about yourself.

I know how to juggle so that's one. But don't ask me to do that on Recognition Night. A little bit about myself and my wife. I am married to a former Miss America — because her last name is America. (laughs) And you wouldn't believe this, but her dad used to be with the Air Force. So I'm married to a former miss America, and my father-in-law was Captain America! (laughs) How many people can say that? My wife got dethroned when she got married to me.

(Watch the interview on aboitizeyes.aboitiz.com)

People

Promotions



Liza Luv Montelibano
SVP – Chief Finance
Officer
AP

Liza is promoted to AP SVP & Chief Finance Officer reporting directly to Antonio Moraza, AP President & Chief Operating Officer. She was FVP before this promotion.



Annacel Natividad
FVP – Chief Risk Officer
AEV

Annacel is promoted to AEV FVP & Chief Risk Officer reporting directly to Susan Valdez, AEV SVP & Chief Corporate Services Officer. She was AEV VP for Risk Management before this promotion.



Pagan Lee Arches
AVP – Contracts
and Commercial
Transactions
AEV

Pagan is promoted to AEV AVP – Contracts and Commercial Transactions reporting directly to Belinda Dugan, AEV VP for Legal Services Management. She was AEV Senior General Counsel before this promotion.



Lea Cabrera
AVP – Labor Relations
and Compliance
AEV

Lea is promoted to AEV AVP – Labor Relations and Compliance reporting directly to Belinda Dugan, AEV VP for Legal Services Management. She was AEV Senior General Counsel – Labor and Litigation before this promotion.



Kenneth Lim
AVP – Information
Systems
AEV

Ken is promoted to AEV AVP – Information Systems reporting directly to Hoton Elicano, FVP & Chief Technology Officer. He was AEV Information Systems Manager before this promotion.



Percival Vincent Tan
AVP – Government
Relations
AEV

Vince is promoted to AEV AVP – Government Relations reporting directly to Ernest Villareal, SVP for Government Relations. He was Government Relations Manager before this promotion.



Jeffrey Abuel
Risk Manager
AEV

Jeff is promoted to AEV Risk Manager reporting directly to Annacel Natividad, AEV FVP & Chief Risk Officer. He was AEV Risk Engineer before this promotion.



Orville Avila
Business Applications
Manager
AEV

Orville is promoted to AEV Business Applications Manager reporting directly to Kenneth Lim, AEV AVP – Information Systems. He was AEV Applications Management Supervisor before this promotion.



Aileen Capapas
Admin Manager
AEV

Aileen is promoted to AEV Admin Manager reporting directly to Txabi Aboitiz, AEV SVP & Chief Human Resources Officer. She was AEV Admin Supervisor before this promotion.



Lady Lyn Segador
ERP Systems Manager
AEV

Lady is promoted to AEV ERP Systems Manager reporting directly to Kenneth Lim, AEV AVP – Information Systems. She was AEV ERP Functional Admin before this promotion.



Suzette Ann Gonzales
Audit Supervisor
AEV

Suzette is promoted to AEV Audit Supervisor reporting directly to Myla Lumibao, AEV Audit Manager. She was AEV Audit Specialist before this promotion.



Patrick Puno
Corporate Finance
Officer
AEV

Patrick is promoted to AEV Corporate Finance Officer reporting directly to Sandro Aboitiz, AEV AVP for Corporate Finance. He was AEV Corporate Finance Associate before this promotion.



Louie de Real
Supervising Project
Officer
Aboitiz Foundation

Louie is promoted to Aboitiz Foundation Supervising Project Officer reporting directly to Aboitiz Foundation EVP and COO Augusto Carpio III. He was Aboitiz Foundation Project Officer before this promotion.



Relan Castillote
Senior Database
Administrator
AEV

Relan is promoted to AEV Senior Database Administrator reporting directly to James Ong, AEV Database Team Manager. He was AEV Database Administrator before this promotion.



Joy Ann Pachica
Senior Service Desk
Specialist
AEV

Joy is promoted to AEV Senior Service Desk Specialist, reporting directly to Peachy Ann Hizon, AEV Service Desk Supervisor. She was Service Desk Analyst before this promotion.

People

Movements



Val Saludes
VP / Plant Manager
Therma South

Val moves to Therma South as Vice President / Plant Manager reporting to John Crider, SVP for Operations. He was VECO VP / Engineer before this movement.



Eduardo Aboitiz
Quality Control Manager
AboitizLand

Dudes moves to AboitizLand as Quality Assurance Manager reporting to AboitizLand Chief Operating Officer Patrick Reyes and Quality Assurance Head Ramon Ruis. He was AEV Management Associate before this movement.



Jokin Aboitiz
National Logistics
Manager
Pilmico

Jokin moves to Pilmico as National Logistics Manager reporting to Tristan Aboitiz, Pilmico COO for Feeds. He was AEV Strategy and Investment Manager before this movement.



Rob del Rosario
Project Development
Manager
AboitizLand

Rob moves to AboitizLand as Project Development Manager. He was with AEV Corporate Strategy Group before this movement.

New Hires



Jose Reverente
VP – Finance
AEV

Jimbo rejoins Aboitiz as AEV VP for Finance under the Business Development Department. He reports directly to Roman Azanza, AEV FVP for Business Development.

Jimbo served in the government as

Undersecretary for Privatization, Special Concerns and Corporate Affairs of the Department of Finance. He graduated with a degree in Industrial Engineering from the University of the Philippines and an MBA with focus on Finance and Strategy from Cornell University, Johnson Graduate School of Management in New York.



Marjolein van den Bosch
VP – Investments
AEV

Marjolein joins AEV as VP for Investments reporting directly to Robert McGregor, AEV SVP & Chief Strategy and Investment Officer. She was a Special Project Manager (Consultant) for AEV before this position.

Marjolein graduated with a degree in Dutch Criminal Law from Leiden University, Netherlands.



Rodrigo San Pedro
VP – Special Projects
AEV

Rod joins AEV LEX as VP for Special Projects reporting directly to Jasmine Oporto, AEV SVP & Chief Compliance Officer. He was Chief of Staff at Energy Development Corporation Latin America Business Unit before joining AEV.

Rodrigo graduated with a degree in Economics from the University of Santo Tomas.



Belen Catanduanes
AVP – Human Resources
AP DU

Bing joins AP DU as AVP – Human Resources reporting directly to Jim Aboitiz, AP Distribution EVP and Chief Operating Officer. She was Corporate HR Manager at Pryce Group of Companies before joining AP.

Bing graduated with a degree in Psychology, cum laude, from Mindanao State University – Iligan State University, an MA in Human Resource Management from Liceo de Cagayan University, and a Bachelor of Laws degree from Mindanao State University – Iligan Institute of Technology.



Mark Gregory Julio Lim
AVP – Fuel Management
AP Coal Group

Mark joins AP Coal Group as AVP – Fuel Management reporting directly to Clarissa Mirano, AP VP – Fuel Management. He was Coal Supply Manager at AES Philippines before joining AP.

Mark graduated with a degree in AB Economics from De La Salle University.



Eric John Vitug
Marketing Services
Head
AP

Eric joins AP as Marketing Services Head for Energy Trading & Sales reporting directly to Roland Gaerlan, AP VP for Energy Sales & Marketing. He was Business Development Manager at CJ Korea Express, Inc. before joining AP.

Eric graduated with a degree in Marketing from the University of Santo Tomas.



Adrienne Marie Alazas
Associate Legal Counsel
AEV

Adrienne joins AEV LEX as Associate Legal Counsel – Contracts and Transactions reporting directly to Pagan Arches-Reyes, AEV AVP – Contracts and Commercial Transactions. She was previously a member of Roxas delos Reyes Laurel Rosario Law Firm before joining AEV.

Adrienne graduated with a degree in Business Management from the University of the Philippines – Cebu.



Carla Diana Alcala
Legal Counsel
AEV

Calay joins AEV as Legal Counsel under the Government Relations Team. She reports directly to Susan Policarpio, VP for Government Relations. She was Public Attorney in the Public Attorney's Office and in the Office of the Solicitor General before joining AEV.

Calay graduated with a degree in Philosophy from the University of the Philippines – Diliman.

People



Jonathan Kenneth Jardin
Corporate Finance Manager
AEV

Ken joins AEV CorFin as Corporate Finance Manager reporting directly to Sandro Aboitiz, AEV AVP for Corporate Finance. He was Investment Banking Associate at CLSA Exchange Capital before joining AEV.

Ken graduated with a degree in Industrial Engineering from De La Salle University and an MBA, with high distinction, at Asian Institute of Management.



Mairin Madrid
Risk Manager
AEV

Ren joins AEV Risk as Risk Manager reporting directly to Aldo Ramos, AEV VP for Risk Management. She was Enterprise Risk Manager at BPI Philam before joining AEV.

Ren graduated with a degree in Financial Management from St. Scholastica's College.



Louie Palicpic
IT Security Manager
AEV

Louie joins AEV IT as IT Security Manager reporting directly to Jojo Sitoy, AEV AVP for IT Operations and Information Security. He was IT Security Specialist at PLDT before joining AEV.

Louie graduated with a degree in Computer Science from the University of Batangas.



Mirchelle Pinpin-De Guzman
Government Relations Manager
AEV

Mirchelle joins AEV GovRel as Government Relations Manager reporting directly to Martin Yasay, AEV AVP for Government Relations. She was Managing Partner and VP for Marketing at DB Media and Public Relations before joining AEV.

Mirchelle graduated with a degree in International Studies from Mary Knoll College and is currently pursuing a second Diploma in Organizational Development at Ateneo de Manila University.



Jose Rhoel Marcelle Aquino
Systems Architect and Technical Lead
AP

Bhotskie joins AP as Systems Architect and Technical Lead for Strategy, Systems & Performance reporting Robert Camay, AVP for Information Systems Management. He has previously worked for Aboitiz Shipping and WG&A where he developed the Supercat Ticketing system.

Bhotskie graduated with a degree in Computer Science from AMA College and completed the Basic Management Program from AIM.



Jan David Garcia
Associate General Counsel - Energy
AP

David joins AP as Associate General Counsel - Energy reporting to Joseph Trillana Gonzales, AP FVP - General Counsel, and Maria Mercado, AVP - Legal Affairs. He was an Associate of Picazo Buyco Tan Fider & Santos Law Offices before joining AP.

David graduated with a degree major in Mass Communication, minor in Political Science, and a Bachelor of Laws degree from Ateneo de Manila University. He was admitted to the Philippine Bar in March 2013.



Maria Jillian Panganiban
Corporate Branding & Communication Manager
AP

Jill joins AP as Corporate Branding & Communication Manager reporting directly to Ria Calleja, AP AVP for Reputation Management. She did freelance work in various marketing, corporate communication and advertising projects before joining AP.

Jill graduated with a degree in Broadcast Communication from the University of the Philippines.



Czarina Markines
Administrative Manager
Aboitiz Foundation

Czarina joins Aboitiz Foundation as Administrative Manager reporting directly to Augusto Carpio III, Aboitiz Foundation EVP and Chief Operating Officer. She was

Executive Assistant to the CEO of First Imex Pan Pacific Trading before joining the Aboitiz Foundation.

Czarina graduated with a degree in Journalism, from the University of the Philippines.



Richmond Dy
Talents Analytics Officer
AEV

Richmond joins AEV HRQ as Talent Analytics Officer reporting directly to Marty Macariola, AEV Talent Analytics Manager. He was Data Management Specialist at IMS Health Philippines before joining AEV.

Richmond graduated with a degree in Psychology from Ateneo de Manila.



Ralph Lawrence Placido
Senior Talent Attraction Officer
AEV

Ralph joins AEV HRQ as Senior Talent Attraction Officer reporting directly to Nina Pedro, AEV VP for Talent Attraction and Optimization. He was Senior HR Advisor at Thomson Reuters before joining AEV.

Ralph graduated with a degree in Behavioral Sciences from the University of the Philippines - Manila.



John Paul Bagtas
Occupational Health & Safety Supervisor
AP

Paul joins AP as Occupational Health & Safety Supervisor reporting directly to Marco Carlos, VP for Safety, Health, Environment & Quality. He was Health, Safety & Environment Engineer at Meralco before joining AP.

Paul graduated from the University of Santo Tomas and is a Registered Electrical Engineer.



Raquel Garcia
Application Systems Developer
AP

Raquel joins AP as Application Systems Developer reporting directly to Bhotskie Aquino, AP Systems Architect & Technical Lead. She was Maximo Applications Developer at TEAM Global before joining AP.

Raquel graduated with a degree in Computer Science from City College of Lucena.

People



Karlo Gino Magno
Paralegal
AP

Karlo joins AP as Paralegal reporting directly to Maria Mercado, AP AVP for Legal Affairs. He was an Associate at Magno & Gingoyon Law Firm before joining AP. Karlo graduated with a degree in Political Science from the University of Santo Tomas and a Bachelor of Laws degree from Lyceum of the Philippines.



Jerard Garcia
Account Officer
AP

Jerard joins AP as Account Officer reporting directly to Catherine Pasilaban, AP Area Manager – Manila. He was Lead Auditor at Philippine Integrated Energy Solutions before joining AP. Jerard graduated with a degree in Electrical Engineering from the University of Santo Tomas.



Krista Marie Rayos del Sol
Account Officer
AP

Krista joins AP as Account Officer reporting directly to Catherine Pasilaban, AP Area Manager – Manila. She was Process Improvement and Implementation Specialist at MultiRational Corporation before joining AP. Krista graduated with a degree in Chemical Engineering, cum laude, from the University of the Philippines and is a licensed Chemical Engineer.



Kent Ivann Rapada
Energy Accounting Specialist
AP

Kent joins AP as Energy Accounting Specialist reporting directly to Joey Rivera, AP Energy Accounting Manager. He was Accountant at Synacy, Inc. before joining AP. Kent graduated with a degree in Accountancy, cum laude, from Saint Paul School of Professional Studies and is a CPA.



Leo Arrabis
Internal Auditor
AP DU

Leo joins APDU as Internal Auditor reporting directly to Mark Jeandre Saveron, APDU Internal Audit Manager. He was connected with Therma Mobile before joining AP. Leo graduated with a degree in Industrial Engineering from the University of Cebu.



Precious Bajala
Benefits and Administration Associate
AEV

Precious joins AEV HRQ as Benefits and Administration Associate reporting directly to Tanya Barredo, AEV HR Operations Officer. She was Recruitment Staff at the Bank of Tokyo before joining AEV. Precious graduated with a degree in Business Administration Major in Human Resources from Southville International School.



Ma. Avegail Magtoto
Talent Attraction Associate
AEV

Avegail joins AEV HRQ as Talent Attraction Associate reporting directly to Rouella Ravago, AEV Attraction Manager. She was Research Associate at Bo Le Associates Philippines before joining AEV. Avegail graduated with a degree in Psychology from De La Salle University – Dasmariñas.



Goldie Gail Paloma
Logistics Coordinator
AEV

Goldie joins AEV Admin as Logistics Coordinator reporting directly to Aileen Capapas, AEV Admin Manager. She was Reservations and Ticketing Officer at International Airline Services, Inc. before joining AEV. Goldie graduated with a degree in Human Resources and Operations Management from Pamantasan Ng Lungsod Ng Maynila.



Rejane Panolin
Administrative Assistant
AEV

Rejane joins AEV TACS as Administrative Assistant reporting directly to Joanna Abay, AEV Tax Compliance Officer. Rejane graduated with a degree in Business Management from Northern Iloilo Polytechnic State College.



Ricardo Llego
Team Support Officer
Aboitiz Foundation

Ricardo joins Aboitiz Foundation as Team Support Officer reporting directly to Louie Boy de Real, Aboitiz Foundation Supervising Project Officer. Ricardo graduated with a degree in Business Management, major in Management Accounting, from the University of Cebu. He is an alumnus of the Aboitiz Future Leaders Business Summit.



Honey Fe Narra
Junior Accountant
Aboitiz Foundation

Honey has joined the Aboitiz Foundation as Junior Accountant reporting directly to Riza Madrid, Aboitiz Foundation Accounting Manager. Honey graduated with a degree in Management Accounting from the University of San Jose-Recoletos and is a proud Aboitiz scholar.



Krizza Mikka Peregrin
Enterprise Systems Specialist
AP

Krizza joins AP as Enterprise Systems Specialist reporting directly to Annabel Gatdula, AP Enterprise Systems Manager. She was Maximo Functional Analyst at TEAM Global before joining AP. Krizza graduated with a degree in Electronics Engineering from Manuel S. Enverga University Foundation and is a licensed Electronics and Communications Engineer.

ERRATUM: In our last issue, we mistakenly reported that Atty. Raul Nadela, Jr. has been promoted as AVP, instead of transferred to Labor and Litigation.

Fit-All

Feed-in Tariff Allowance

1

You've seen this on your bills but do you really know what this is and what you are paying for?

Fit-All is the cost of renewable energy, injected into the transmission or distribution system and allocated to all the consumers. Which simply means - that a segment of the power VECO distributes to each household is **renewable energy**.

RENEWABLE ENERGY

is the energy from our natural resources like wind, light and heat of the sun, rain water, sea water, and geothermal heat which nature can replenish in time.

Why Renewable Energy?

- It reduces our dependence on fuel and energy not only from other countries but also from sources that are limited and harmful to the environment.
- Significantly clean which is beneficial to our health.

RENEWABLE ENERGY SENT TO END-USERS

SUPPORT RENEWABLE ENERGY



PAYMENTS COLLECTED BY

2

ERC MANDATE

Feed In Tariff Allowance (Fit-All) is government mandated and approved by the Energy Regulatory Commission who hopes to encourage not only consumers but also producers of renewable energy by understanding the benefits. It can bring about, not only to the economy, the community but society in general.



FIT-Eligible RE Plants

3 WHERE DO THE CONSUMERS' PAYMENTS GO?

Geothermal, wind, solar and biomass energy is produced by various independent developers - which means VECO only facilitates in the distribution but your entire payment for Feed In Tariff Allowance (Fit-All) would go to the renewable energy producers.

VECO
VISAYAN ELECTRIC COMPANY

PAYMENTS REMITTED TO



FIT-ALL FUND



PAID TO

4

HOW MUCH ARE WE PAYING FOR RENEWABLE ENERGY?

Previously, for an average household consumption of 200 kWh per month consumers are paying Php8.00. However, due to certain factors in the economy and resources the government has approved rate adjustments for renewable energy which is an additional Php16.00 for an average of 200 kWh per month.

Same computation for commercial and industrial customers.

RENEWABLE ENERGY

Sustainable and Eco-Friendly