

The Official Publication of the Aboitiz Group

4th Issue 2016

aboitizeyes.aboitiz.com

Aboitiz Eyes

BUILDING HUMAN CAPITAL THE ABOITIZ WAY



AGHR rolls out the Aboitiz
Talent Management System

Republic Cement builds
leaders of the future

Team members reduce
carbon footprint

Cover Story

- 04 Building Human Capital the Aboitiz Way

Corporate Center

- 10 Aboitiz Group Code of Ethics and Business Conduct
11 ATMS rolls out in Corporate Centers, Food, and Land business units
12 HR team leaders gear up for the future
13 BetterWays Forum 2016
14 Aboitiz Thought Leadership in business
16 Appreciation cocktails for reinsurance market stakeholders
17 The Aboitiz Honor Roll
18 Recognition Night 2016

Power

- 22 Proposed acquisition of interests in the Bataan power plants
24 Open Access celebrates three years of partnership
25 AboitizPower brand turns seven
26 SHEQ Forum 2016
27 PCB Framework for world-class EHS
28 APRI dialogues with Tiwi stakeholders
29 VECO increases substation capacity
30 Teamwork and innovation create a better way

Banking and Financial Services

- 31 Capehan talks about synergy and creating value
32 'Mass success' of UREKA Forum in Davao
34 UnionBank's best employee engagement practice
35 PETNET @ 18: Change. Challenge. Heroes
36 Play Pokemon at PERA HUB branches

Food

- 37 Introducing The Care Package
38 Mahalin Pagkaing Atin updates
39 PJVAC inspires future agri leaders
40 Finding 'Bounty' through Pilimico

Land

- 41 AboitizLand bares expansion plans in Luzon and Mindanao
42 'inHouse' careers open in Luzon

Infrastructure

- 43 Grandmother is Republic Cement's first Tibay Hero
44 'Tatak Tibay' brand instilled among management trainees
45 Housing solutions for a growing economy

Construction

- 46 Kaubans toast outgoing CEO Nap Pe

CSR

- 48 Championing public education at 'Interventions 2016'
49 Shared Value headlines mid-year CSR Forum
51 CSR updates
54 La Filipina Group joins the #WeatherWiser movement
55 On the road to a #WeatherWiser nation
56 RAFI gathers NGOs and LGUs for 'DevTalks'
57 Spreading goodwill to street families
58 RAFI-EADSC hosts international workshop on water management

Sustainability

- 59 Team members reduce carbon footprint by 31 tons in six weeks
60 Republic Cement's 4 ways to stand up for sustainability
61 Team members plant 76,500 seedlings
62 A-Park updates
64 Aboitiz Cleanergy Park updates
65 Thank you for joining Aboitiz TRI2016
67 Davao Light wins first inter-Aboitiz bowling tourney

Column

- 68 Notes by Endika Aboitiz: Infrastructure in very simple terms
69 Notes by Endika Aboitiz: The reaction of our adversaries

People

- 70 Profiles: Service Awardees 2016
73 Round Up: New Roles, New Hires, Promotions, and Transfers

Aboitiz Equity Ventures, Inc.

Chairman
Jon Ramon Aboitiz

President & CEO
Erramon Aboitiz

Executive Vice President & COO
Sabin Aboitiz

Editor-in-Chief
Susan Valdez

Executive Editor
Malou Marasigan

Managing Editor
Dave Devilles

Associate Editor
Cristina Biyo

Creative Directors
Merry GC De Miguel
Ricky Sibonghanoy
Carlo Franco

Circulation Officer
Yhol Colegado

CONTRIBUTORS

Cover Story
Anna Carreon
Liz Clarete
Maribeth Marasigan
Gie Polanco
Talyn Duran

Corporate Center
Aldwin Dumago
Carol Rosini

Annacel Natividad
Raul Imperial
Mia Zamora
Marla Guevarra

Power
Merly Bajao
MJ Cendaña
Mary De Guzman
Ronimay Ducay



Arcel Madrid
Faye Manlosa
Lloyd Revilla
Kristina Vargas

Banking and Financial Services

Chris Cañadella
Nikki Robas
Jomes Kemuel Ibañez

Christianne Quemado
Paula Ruelan

Food

Anna Carreon
Rhea Embalzado
Mark Yamson

Land

James Labrigas

Arianne Manzo

Infrastructure

Rizzel Canada
Rose Enriquez
Myle Macalam

Construction

Ronaldo Amodia
Zeny Novabos

CSR

Rechiel Cordova
Franz dela Fuente
Louie De Real

RAFI

Rene Martel

WeatherPhilippines

Lia Neri

Kaye Rosario

Sustainability

Ruann May Barace
Yhol Colegado
Fermin Edillon
Elina Mendoza
Gloidan Papas
Sherilyn Puno
Joyce Fulgencio

Column

Endika Aboitiz

People

Raissa Refran





Building Human Capital the Aboitiz Way



We need to be organizationally ready and take our people program seriously; personal growth and development is your responsibility together with your leader. As a leader, it is our role to help others become better at what we do, whatever that role is.

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

For over 100 years and spanning five generations, creating long-term value for all its stakeholders has been the Aboitiz Group's single most important focus through the evolving business landscape. A key measure of its success has been the ability to identify and prepare team members for leadership positions as the baton gets passed from one generation of leaders to the next. In so doing, it has inimitably developed a unique way of developing people that adapts to the changing times.

As Aboitiz finds itself on the cusp of another era of expansion, it recognizes that the only way to sustain its business growth is by attracting top-caliber people. Its new generation of leaders will not only help manage the business but also upgrade the Group's capabilities moving forward, and more than building a profitable enterprise, they will enrich a values-oriented organization. And this is where the strategic pillar of building human capital plays a central role.

Group President and CEO Erramon I.

Aboitiz said, "Only a strong team can drive excellent performance, especially at a time of growth amid a challenging business environment. We aim to continuously strengthen our leadership team and cultivate a unique performance culture."

Culture-building efforts have prompted the Group's business units to level up their leadership development and team member engagement initiatives. According to AEV Chief Human Resources Officer Txabi Aboitiz, "There are many admirable initiatives that exist today. We have to find a better way of harnessing these and gain a more coherent and deliberate talent management and people strategy".

For AEV EVP and COO Sabin M. Aboitiz (SMA), an enabling culture allows team members to fulfill their leadership potentials. "A company of diverse identities and capabilities such as Aboitiz must realize that everyone is interdependent and should be successful together," he said.

This is evident through his experience as leader of the Food business group, working together with Pilmicans in what is deemed as

an example of the Aboitiz Way of building human capital. It is always about the people, their values, and how they can become Partners for Growth. What is the story of Pilmico and how is it helping shape the Group's organizational culture?

Pilmico's People Strategy

In 2009, 'World-Class Pilmican' was the driving force behind Pilmico under the leadership of then Pilmico president Antonio R. Moraza (ARM). Operational efficiency, discipline, quality, and strong management team —these were the defining characteristics of the Pilmico organization that can be traced from its early days in 1958 with Don Ramon Aboitiz as the company's first president.

When SMA took over Pilmico, he wanted to bring the excellent team that ARM has already built to even greater heights. It was then that 'Partners for Growth' was brought to life. As a strategy, it allowed the company to undergo a culture-building process guided by its roadmap of 'Inspire, Engage, and Entrench'.



DRIVEN BY THE TOP LEADERSHIP. SMA himself conducted the bootcamps for the top executives, who are expected to run the workshops for their respective teams later.



DRIVEN BY THE CORE VALUES. Culture-building is strongly anchored on the Aboitiz core values of integrity, teamwork, innovation, and responsibility.

Everyone agreed to make Pilmico an “Above Average Organization” in five years’ time. Benchmarks (Google and Zappos) and baselines (Corporate Quality Assessment Survey or CQAS) were plotted and quantitative targets were set for talent attraction, retention and optimization. Coffman and Buckingham’s book ‘First Break All the Rules’ became the bible of the HR team, led by Gie Polanco. Inspired by the book’s unorthodox style of people management, the team chose key principles and strategies that would bring life to the culture-building program called Partners in Leadership (PL).

The PL program was implemented bootcamp style. The first bootcamp, facilitated by SMA himself, was conducted for the executive management team who were in turn trained to run the program for their respective teams. For the next two years, PL drove the enculturation process; team members and team leaders, old and new, understood and appreciated the core concepts of the program. It was important for the top team to understand and truly believe in the program. It was more challenging than it was originally envisioned. It is one thing to say, “Yes I believe and support it”, and another to truly believe in it.

PL was not intended as a carrot-and-stick approach; it is not tied to performance appraisals, metrics, or incentives. Instead, it sought to make people understand their roles that would contribute to making Pilmico an “Above Average Organization” and allow them to be part of the company’s greater success.

Partners in Leadership

Brand: Spikes & Personality
(Guidance, Consistency, Results & Warm, Professional, Relationship-Driven)



PILMICO FOODS CORPORATION
World-Class Pilmican



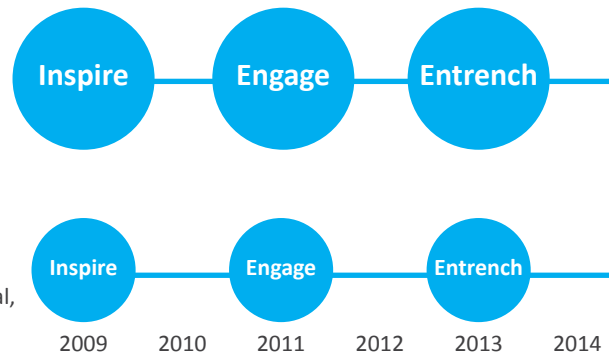
Partners for Growth

By 2011, PL had become embedded in the employee onboarding programs, meetings, and coaching sessions. The PL became a strong platform in the implementation of the five-year strategic business plan. It even inspired management to develop themes that reinforced the overall people strategy. ‘Creating Leaders’ was the theme in 2013, which coincided with the launch of the Aboitiz Group’s refreshed core values— integrity, teamwork, innovation, and responsibility. This was sustained in 2014 through 2015 with the theme ‘Leading Through Values’.

The culture-building journey is still ongoing. But it can already claim success as reflected in its quantitative results. Its CQAS factor for culture and purpose improved from 3.88 in 2010 to 3.94 in 2014, making Pilmico as the record holder for the highest CQAS rating in the Aboitiz Group.

As for the qualitative results, one only needs to visit them at the 9th floor of NAC Tower to get a taste of its culture. The walls are alive with stories of team member achievements and a palpable buzz fills the air. Each Pilmican walks and talks with contagious

Culture
Strengthening

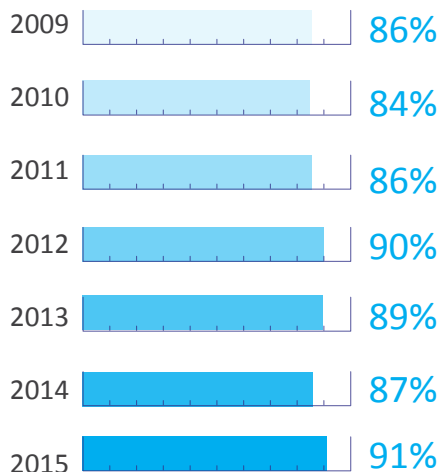


Strategic Themes:

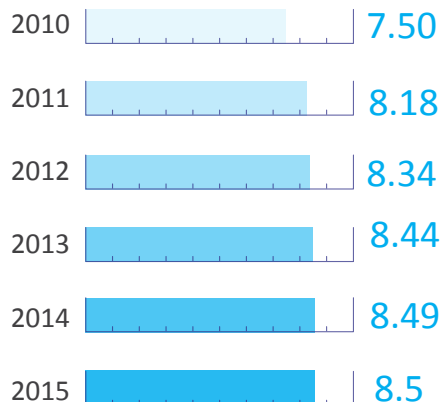
- Grow Core Business
- Diversify Portfolio
- Low-Cost Producer
- Strategic Partnerships
- Organizational Readiness**

Cover Story

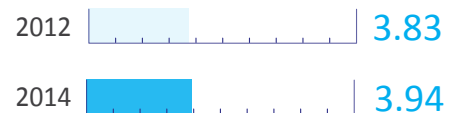
Retention Rate



PL Scores



CQAS Score:



“Our program reflects the culture of the organization and our culture represents the values we believe in. For Pilmico, while we are bringing greater efficiency to the company, we also ensure that the strategy will impact people’s heart, head, and hand. In doing so, the impact is transformational.

– **Gie Polanco**, Chief of Staff and Vice President for HR, Pilmico

energy, each stride bursting with purpose, a vibe that is also felt at its Tarlac, Iligan and Cebu offices.

For veterinarian and poultry operations manager Serge Tan, he feels that Pilmico engages, equips, and empowers its team members. He has been with the company for 16 years now. What he liked about Pilmico is that leaders are approachable and they allow everyone to be heard and do innovative work. Performance is even peer-reviewed on top of the team leader’s assessment. “I’ve said before that in Pilmico you can build a career. You really can. So it’s really up to you and how badly you really want it. This has always been my view of the organization during my early

years and it just gets better and better each year,” he said.

Pilmico has come to be known as a workplace of driven and happy individuals committed to delivering results. Simply, Pilmico’s culture fosters a bottom-up approach and acknowledges shared responsibility between team leaders and team members to build and sustain relationships. Behind surveys and numbers are behaviors and actions that reflect a culture of empowerment, a workplace that is less rigid, more fun and exciting, and a Pilmico that is on its way to becoming a self-driven organization. In the words of SMA, “Culture is the way we do things

from moment to moment without being told what to do.”

Creating the Future Organization

Using Pilmico as a benchmark, a strong company culture will drive the fulfillment of the Group’s growth objectives. As Aboitiz prepares its next generation of leaders, the behavior and beliefs nurtured and strengthened for over a hundred years in The Aboitiz Way will continue to guide decisions and actions. Consistency and simplicity are key, making it easy for all A-People across the Group to understand their role and contribute to the Aboitiz mission of creating long-term value for all its stakeholders.



FUN AND INSPIRING WORKPLACE. The clappers in action (bottom) and the personalized birthday cards (top) are among the signature team member engagement gimmicks of Pilmico.

Cover Story

“

From the moment I first entered the office I was already impressed by the culture, specifically the celebration wall, which told me that not only does this company recognize and celebrate their people's achievements, they are also proud of them. This was reinforced later on as I encountered the stressing of development, leadership, and teamwork all throughout the company.

– **Kiko Ibasco**, Business Development Specialist (joined Pilmico last May 2015)



From world class to 'Partners for Growth'

'Partners For Growth' charted new goals defined in both quantitative and qualitative terms. It also spawned off the "Double in Five Years" targets. The Brand team took charge of campaigns, while the Human Resources team took care of the culture-building and engagement programs.

Every second Friday of the month, at exactly 3:55PM, the Pilmico jingle starts to play. Suddenly, the entire floor is filled with laughter and the energetic sound of the clappers. It is Fun Theme Friday, the signature Pilmico activity that reflects the organization's culture, shaped by the 'Partners for Growth' mindset.

While other people might view this as a vanilla activity, Pilmico is able to harness its talents' energy and drive that ultimately contribute to the company's bottom line. As a matter of fact, the "Double in Five Years" target was achieved in just 3 years. Indeed, Pilmico's practice is contributing to the Aboitiz way of harnessing human capital to attain business goals.

"The culture is superb. I've never seen a company who cares so much for its people and their growth. Plus, it's not just work and work alone, the company is making sure that the employees are also having fun through different programs and events."

Sayed Mindalano,

Jr. Finance Analyst, joined Pilmico in May 2016



From Scholar to Pilmican

"I started my Pilmico journey in 2014 as a scholar. After I graduated and earned my license as a veterinarian in 2015, it was my personal choice to join Pilmico under the Swine Farms Department. I am not obliged to work with the company, but it is the Pilmico culture of creating leaders that has attracted me.

Pilmico encourages my professional growth. Despite being a young, I was given tasks and responsibilities, which some people may think as an additional burden. But for me, it became an avenue of opportunities to learn and grow as a professional and as a person. I looked at it as a way to develop and harness my decision-making skills and competence in the field of swine production and herd health management.

As I work on the genetic improvement of our stocks, it profoundly excites me to challenge my thinking and planning capacity and on how these assignments will successfully materialize. I find true love when I see cute little hogs turn to large breeders, and as the breeder animals, in turn, produce market hogs. Through these activities, it widely opened the portal of continuous learning in my chosen field. Learning that blazes my passion for swine production, and nurtures my profession with experience that I can only acquire in Pilmico.

Learning through experience with Pilmico, I think that is the most important part of growing that no monetary value can ever compensate."

Freniemer Dacaya

Swine Section Supervisor,

Pilmico Animal Nutrition Corporation (joined in November 2015)

Aboitiz Group Code of Ethics and Business Conduct



Our core values of integrity, teamwork, innovation, and responsibility underlie our Code of Ethics and Business Conduct (the Code) that, in turn, drives us to pursue the highest ethical and legal standards in all aspects of our business.

Dear Fellow Team Members,

Our commitment to The Aboitiz Way, our distinctly unique culture of values and beliefs, is the foundation of our business practices. Our core values of integrity, teamwork, innovation, and responsibility underlie our Code of Ethics and Business Conduct (the Code*) that, in turn, drives us to pursue the highest ethical and legal standards in all aspects of our business.

We have updated the Code and aligned it to current laws, to our existing company policies, and to our evolving best governance practices. While not all-encompassing, it still lays down the basic principles that will guide us in resolving ethics-related issues we may face daily.

Each one of us is responsible for upholding the principles and exhibiting behavior that are in accordance with the Code. You must report to your direct supervisor or to our Chief Human Resources Officer any actions, situations, or conditions that may be classified as unethical business practices or are in violation of the law or the Code.

Any violation of the Code is a serious matter and may lead to the appropriate disciplinary action so please make sure to read and understand all its contents. I expect all CEOs and COOs to cascade and properly communicate this to all their team members. For related concerns, you may consult our Legal and Compliance Services Team, Human Resources Team, our Chief Compliance Officer, or your immediate supervisor.

Let me remind everyone that strict adherence to our Code is most crucial to ensuring that our core Aboitiz values, nurtured and strengthened for over a hundred years, will continue to be upheld over the next generations.

I enjoin you to sign the personal commitment form found at the back of the Code.

Thank you for your usual support and cooperation.

**Read the Code at www.aboitiz.com/sites/corporate-governance*

Erramon I. Aboitiz
Aboitiz Group President and
Chief Executive Officer

Corporate Center



ATMS rolls out in Corporate Centers, Food, and Land business units

In June this year, the Aboitiz Talent Management System (ATMS) was unveiled. The ATMS is the first cloud-based human resources management system being led by the Aboitiz Group HR. The goal is to put in place strategic end-to-end talent management processes using a single, integrated system that strongly supports the Aboitiz strategic pillar of human capital building. Since then, AGHR has been going around the business units to roll out in AEV, AboitizLand, and Pilmico.

DRIVER FOR HARMONIZATION. Aboitiz is establishing processes that will drive the organization to identify, develop, and retain the right people and to ensure that they are in the right roles in the organization. Mia Zamora, AVP for Succession and Optimization discusses the goals and performance management module of ATMS.

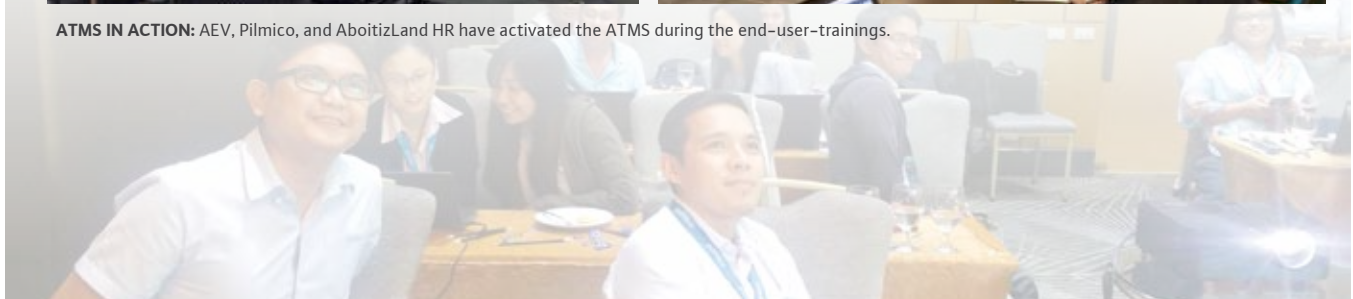


The ATMS enhances what we already do in terms of developing present and future talents, reinforcing our time-honored practice that here in Aboitiz, talent matters and talent moves up the organizational ladder.

- Erramon I. Aboitiz, Aboitiz Group President and CEO



ATMS IN ACTION: AEV, Pilmico, and AboitizLand HR have activated the ATMS during the end-user-trainings.



HR team leaders gear up for the future



FUTURE-PROOFING. “Courageous conversation is powerful” and “I learned to see the big picture in developing HR programs” are some of the insights generated by the pilot batch of the HR Mentoring Cluster.

After the Finance Mentoring Cluster, HR is the second functional team to set up a mentoring program designed for its HR team leaders. The kick-off event was held last August 5 at the Executive Lounge, NAC Tower. Txabi Aboitiz, Chief Human Resources Officer opened the program with a talk on “What Makes a Competent HR Practitioner in the Aboitiz Group”. Nancy Lim, AEV First Vice President for HR discussed the overall development plan for the group's HR talents.

One of the highlights was the speed mentoring exercise and the film showing of Dave Ulrich’s “The Future of HR”, which led to a rich exchange on how HR practitioners can remain relevant to the future needs of the organization. The Core HR served as internal mentors, together with four seasoned guest mentors. The HR Mentoring Cluster will be held once every quarter.

Aboitiz College Scholarship Program welcomes 15 new scholars

On its 9th year, the Aboitiz College Scholarship Program (ACSP) awarded 15 scholars who bested 100 applicants after a rigorous screening process. Launched in 2008 and offered to Cebu students at that time, it now expanded its reach throughout the country. Currently, there are 50 ACSP scholars nationwide who are taking up business, management, engineering, accountancy, information technology, political science, psychology and communication courses in partner universities.

According to AEV Chief Human Resources Officer Txabi Aboitiz, the ACSP aims to produce more graduates who will join Aboitiz in pursuit of its mission to create long-term value for all its stakeholders.

“Ideally this scholarship program leads to cementing a solid career with us in Aboitiz and carry the brand of being an Aboitiz talent forward. In our belief that a good education is a powerful foundation of exceptional leadership, we desire to support our scholars in their academic journey,” he said.



NURTURING FUTURE TALENTS. The targeted scholarship program is intended for college students coming from business and operations disciplines. AEV Chief Human Resources Officer Txabi Aboitiz (extreme left) and AEV First Vice President for HR Nancy Lim (extreme right) witnessed the scholars' contract signing event at NAC Tower, Taguig City last July 22.

Scholars in Visayas

- **Vern Alferez**, Silliman University
- **Raymart Fernandez**, University of San Carlos
- **Louie Raner**, University of St. La Salle
- **Raymund Roxas**, University of San Carlos
- **Cherry Toledo**, University of San Jose-Recoletos

Scholars in Metro Manila

- **Regina Alegre**, Assumption College Makati
- **Allana Bondoc**, Our Lady of Fatima University

- **Louie Eusebio**, Far Eastern University
- **Nhaila Gonzales**, Lyceum of the Philippines University, Laguna
- **Pauline Nicole Luna**, Technological Institute of the Philippines
- **Vina Marin**, University of Sto. Tomas
- **Regina Menor**, University of the Philippines, Diliman
- **Jaquelyn Vida**, University of the Philippines, Diliman
- **Mark Tolentino**, University of Sto. Tomas
- **Nicole Yu**, Far Eastern University



BetterWays Forum unveils corporate initiatives

DRUMMING UP. AEV First Vice President for HR Nancy Lim leads the HR team in the opening of the BetterWays Forum, which updated team members on the exciting initiatives related to engagement and career development.

The AEV Human Resources Team held the annual BetterWays Forum on July 22 and 29 in the corporate centers in Taguig and Cebu, respectively.

Anchored on the “Inspired by Passion Workplace” framework, the Forum provides the venue to inform A-People on the four streams of talent engagement need, namely: need to provide, need to learn and grow, need to belong, and need to give back. The Forum is also the venue for team members to dialogue with HR partners about talent management concerns and related matters.

Updates on the HR pillars of talent

attraction, retention, and optimization were presented. Major discussions were made on enhancements and additions to benefits, the BetterMe self-driven career management program, and the latest developments in BetterWays Academy. Corporate HR also conducted two surveys during the Forum: one was on the creation of A-Clubs and the second on the Customer Satisfaction for the services rendered during the first half of 2016.

AEV Senior Vice President and Chief Compliance Officer Atty. Jasmine Oporto kept everyone abreast on the revised Code of

Ethics and Business Conduct, underlining the significance of compliance with the Code.

Risk Manager Jason Brasileño presented ongoing efforts in Business Continuity Management, particularly on the West Valley Fault mapping exercise, which will allow for a phone tree and geo-locating system that can be useful in times of disaster.

Sustainability Team’s Elina Mendoza presented the mechanics of the Aboitiz No Impact Challenge, a resource efficiency campaign that aims to bring the BetterWorld sustainability mindset down to the level of individual team members.



Aboitiz Thought Leadership in Business

Anvil Business Summit
September 9, 2016



The leaders of today can build the bench of tomorrow's leaders. Leaders have an obligation to ensure the future of any organization by training and mentoring tomorrow's leaders today by using an effective coaching, mentoring, and training program. Coaching and bringing the best out of the teams is of supreme importance towards organizational success and to ensure future leaders in any organization.

– **Jon Ramon Aboitiz**,
Aboitiz Group Chairman

JRA TALKS ABOUT LEADERSHIP AND SUCCESSION AT THE ANVIL BUSINESS SUMMIT. JRA was one of the four business leaders who spoke at the Anvil Business Summit, which coincided with the 25th anniversary of the Anvil Business Club, an association of young Filipino-Chinese business leaders. This year's theme "Giants Level Up: Extending Your Boundaries" focused on the notable experiences of business leaders in steering their companies to greater heights.



We believe in a balanced energy investment. You can't bet on just one energy type or fuel. Diversification could be the more prudent and more intelligent thing to do on a long-term basis. How we achieve balanced investment in energy is something that we have to work on.

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



EIA CHAMPIONS BALANCED ENERGY INVESTMENTS AT THE FINANCIAL TIMES SUMMIT. EIA was a panelist on 'Policies and Strategies to Boost Investment, Productivity, and Competitiveness' at the first Financial Times – First Metro Philippines Investment Summit. The Summit gathered senior policymakers, financiers, economists and business leaders to discuss the policy and strategic initiatives required for the Philippines to take full advantage of ASEAN integration and maintain its strong investment performance in a persistently volatile economic and financial environment. The Summit was chaired by David Pilling, Asia Editor of the Financial Times.



I firmly believe that the only way for power prices to go down and keep them there is to ensure there is adequate supply and that there is healthy competition amongst industry players. Bottom line, we need to have a balanced mix of responsible power to ensure availability, reliability and affordability.

– **Erramon I. Aboitiz,**

Aboitiz Group President and CEO



EIA SPEAKS AT THE BUSINESSWORLD ECONOMIC FORUM. EIA was among the invited panelists at the first BusinessWorld Economic Forum held last July 12 at Shangri-La at The Fort in Taguig City. With the theme of “Charting Progress to 2020”, the event featured top leaders from both the business community and public sector. In addition to discussing the benefits of EPIRA and Open Access, EIA emphasized how power availability is key to the country’s achievement of its full growth potential.



Our journey was really driven from the top – starting with the creation of board risk & reputation management committees at both Aboitiz Equity Ventures and Aboitiz Power Corporation. It was led by the Group CEO, who allowed the right governance structure to take root and function, and gave the attention and priority time for discussion to happen across the Group. Risk is a reality in doing business and we must excel in managing and mitigating these risks, especially for the emerging ones. Enterprise-wide risk management entails understanding our risk exposures so that we can turn these risks into opportunities, and enable our long-term success.

– **Susan Valdez**, AEV Chief Corporate Services Officer, and
Dmi Lozano, AEV Chief Financial Officer



Aon Risk Symposium Singapore
August 30, 2016

ABOITIZ RISK MANAGEMENT MATURITY JOURNEY FEATURED IN AON RISK SYMPOSIUM ASIA. AEV’s risk management maturity journey is hailed as a best practice in the region during the Aon Risk Symposium Asia held last August 30 in Singapore. AEV Chief Corporate Services Officer Susan Valdez and AEV Chief Financial Officer Dmi Lozano shared the company’s experience in front of the participants coming from 100 corporations all over Asia. The panel discussion focused on critical success factors and value that a risk culture creates for internal and external stakeholders.

Aboitiz holds appreciation cocktails for reinsurance market stakeholders



(From left) Kate Li of Skuld, Vladimir Heinitz of Aon Singapore, Annacel Natividad of AEV, Raul Imperial, Jr. of AEV, and George Ong of Aon Singapore.



(From left) Tilden Goh of AIG, Manny Rubio of AboitizPower Generation Group, Annacel Natividad of AEV, Alice Chiew of Aon Singapore, Louise Wai of Swiss Re, Yvonne Chan of Zurich, and Grace Aguila of Swiss Re.

As part of its continuing efforts to build strategic relationships with key stakeholders, the Aboitiz Risk Management Team hosted the first Appreciation Night for the reinsurers in

Singapore last August 31.

Around 80 key insurance underwriters from AIG, Chubb, Swiss Re, Allied World (AWAC), Munich Re, and Lloyds of London, among others. The event is the Group's way

of thanking them for the support through the years, as well as for their continued offering of innovative solutions and training that enable Aboitiz to respond to an ever-changing risk environment.

aboitiz

11th FUTURE LEADERS BUSINESS SUMMIT

NOV 3-5 | CEBU CITY

@AboitizCareers
@AboitizLeaders

Download AboitizCareers mobile app

The Aboitiz Honor Roll

WeatherPhilippines and AEV win regional sustainability awards

It's a double win for WeatherPhilippines Foundation and Aboitiz Equity Ventures, Inc. at the 2016 ASEAN Corporate Sustainability Summit and Awards. WeatherPhilippines bagged the top award in the Product and Service Innovation category while AEV garnered First Runner Up in the Resource Efficiency category. This is the fourth prestigious award received by WeatherPhilippines from an international award-giving body since 2014.

The ASEAN Corporate Sustainability Summit Awards program supports organizations in evaluating their sustainability strategy, performance, and goals while exchanging ideas and best practices in Sustainability in the ASEAN region. (From left) AEV Corporate Branding and Communication Specialist Rohj Mariano, AEV Sustainability Specialist Elina Mendoza, WeatherPhilippines Foundation General Manager Dave Michael V.



Valeriano, AEV Vice President for Reputation Management Malou Marasigan, AEV Corporate Communication Manager Dave Jesus Devilles, and UnionBank Sustainability Officer Janely Bonita).

SNAP-Benguet bags three Gawad Kaligtasan at Kalusugan Awards

SN Aboitiz Power-Benguet (SNAP-Benguet) received three awards at the Department of Labor and Employment's 10th Gawad Kaligtasan at Kalusugan (GKK) at the DOLE-CAR office in Baguio City on June 28. SNAP-Benguet was selected GKK Regional Winner under the industrial category by the regional selection committee for its outstanding contributions in the area of occupational safety and health (OSH), including compliance to general labor and OSH standards. SHESQ Sr. Manager Hollis Fernandez was also awarded as the 10th GKK Regional Winner under the individual category. Photo above shows the SNAP-Benguet SHESQ team with officers from



DOLE-CAR, including regional director Nathaniel Lacambra (second from right) and OSHC Executive Director Ma. Teresita Cucueco, MD (3rd from left).

UnionBank hailed as leader in investor relations

Excellence in banking has once again been claimed by UnionBank of the Philippines and its leaders with big wins at the 6th Asian Excellence Recognition Awards 2016. The Bank was honored with the Best Investor Relations Company Award. It has been a consistent awardee since 2014. Chairman and CEO Dr. Justo A. Ortiz, on the other hand, was named Asia's Best CEO in arena of Investor Relations.

The Corporate Governance Asia Awards recognize excellence in financial performance, investor relations and communications, business ethics, corporate social responsibility (CSR) and environmental practices. The scores used to determine the winners come from the data that was submitted by its readers as well as from investors. Executive Vice President and Head of Center for



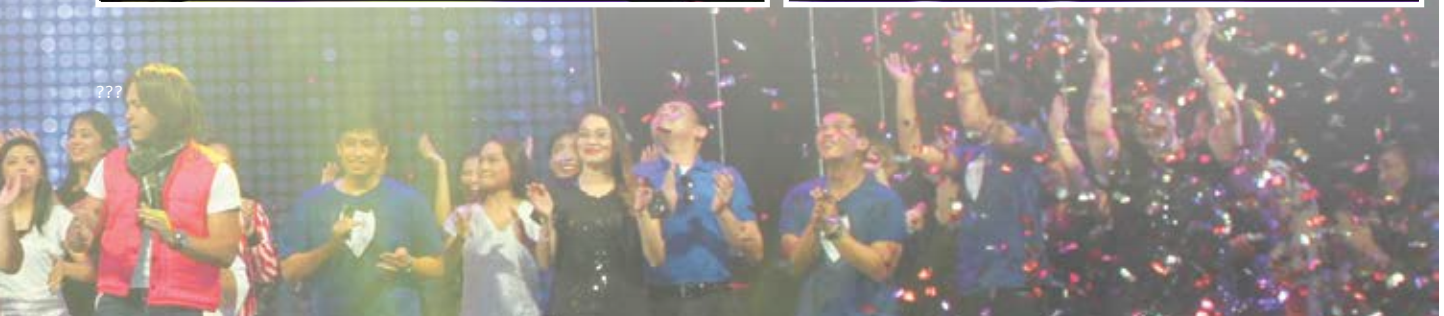
Strategic Partnerships Genaro V. Lapez (left) received the award on behalf of the Bank and Dr. Ortiz at the ceremony held at the JW Marriott Hotel in Hong Kong last June 17.

Music and Madness

ABOITIZ
RECOGNITION NIGHT 2016
TAGUIG



Corporate Center





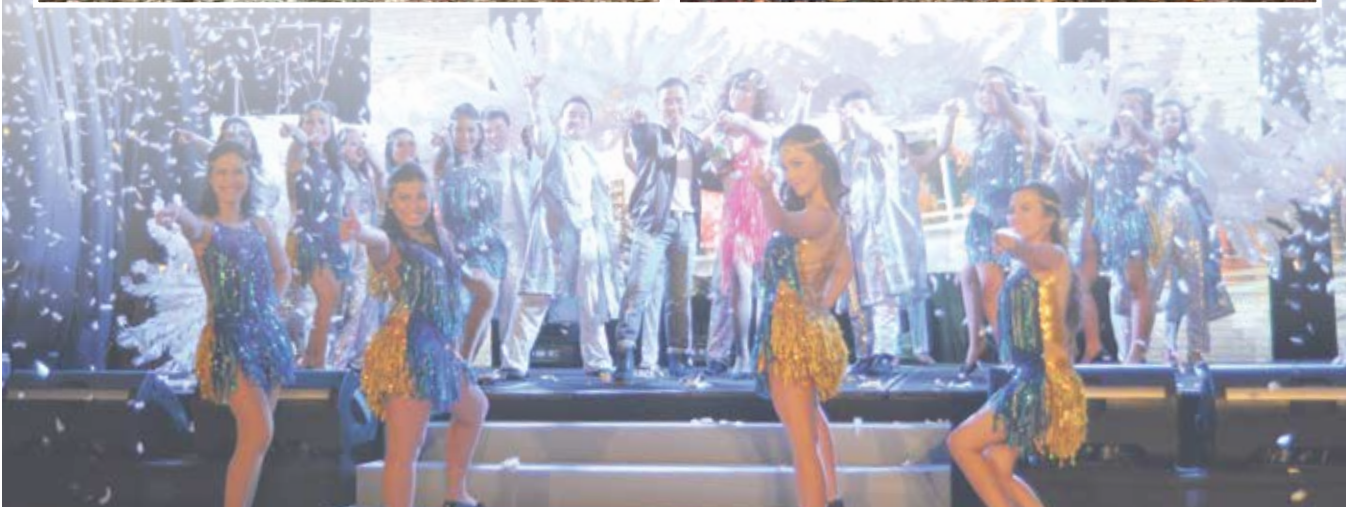
“

As gold is refined to make it glisten and sparkle, the A-person is also polished to shine as much as he can even when faced with trying or challenging situations. Our culture of being self-driven, of constant innovation, and unquenchable thirst for learning enables us to be agile and to be ahead of the curve when opportunities arise.

– Erramon I. Aboitiz, Aboitiz Group President and CEO



Corporate Center





AboitizPower's proposed acquisition of interests in the Bataan power plants

Power

We are happy to inform you of the proposed acquisition by Therma Power, Inc. (TPI), an AboitizPower wholly owned subsidiary, of indirect partnership interests held by funds managed by Blackstone (NYSE: BX) in GNPow Mariveles Coal Plant Ltd. Co. (GMCP) and GNPow Dinginin Ltd. Co. (GNPD).

GMCP is a 604-MW subcritical coal-

fired power plant that began operations in 2014, while GNPD is a new project consisting of 2 x 668-MW supercritical coal-fired power plants. The plants are located in Bataan. The first of the GNPD units is currently under construction and is expected to commence commercial operations in 2019.

TPI will hold indirect effective interest

of 66.1 percent in GMCP and 40 percent in GNPD once it secures the approval of the Philippine Competition Commission and the Board of Investments.

The proposed acquisition consideration is approximately USD 1.2 billion (subject to certain adjustments at closing) and will be funded by a combination of internally generated cash and financing from foreign banks.



The proposed acquisition of the indirect effective interests in GMCP and GNPD is in line with our target to increase AboitizPower's attributable net sellable capacity to 4,000 MW by 2020. We consider this acquisition very strategic as it gives us immediate earnings from the operating asset as well as incremental capacity in the coming years from the plant under construction and its expansion. We are likewise looking forward to the completion of our pipeline projects, which include more baseload capacity as well as renewables.

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



We believe this deal upholds AboitizPower's balance philosophy, which is to find better solutions that balance the reliability of supply and affordability, as well as to support energy security in the country and to strengthen our commitment to sustainability. Nonetheless, we will continue pursuing the development of more renewable energy and baseload power plants, while ensuring that we operate with high safety and health standards, and implement initiatives that safeguard our environment.

-**Antonio Moraza**, President and COO, AboitizPower



Supercritical and Subcritical Coal-fired Power Plant

Supercritical and subcritical coal-fired power plants both use the Pulverised Coal (PC) technology. In PC units, coal is ground to powder form and then blown into the boiler for combustion. While in Circulating Fluidized Bed (CFB) coal technology, as used in the Pagbilao and Davao baseload plants, coal is mixed with sand and limestone wherein the mixture is fluidized inside the boiler, and then combustion takes place in suspension.

Supercritical coal-fired power plants are the standard for new large coal power plants given their higher efficiencies and lower emissions. Supercritical plants can be more than 5% more efficient than similar Subcritical units. The Supercritical plants use a "Benson Type" once-through boiler, which operates at such high pressure (374 degrees and 221.2 bar, or above) that the fluid in it ceases to be liquid or gas. Instead, it becomes what is known as a "supercritical fluid". This occurs

when water reaches its critical point under high pressures and temperatures. Due to improved efficiency, this corresponds to fewer greenhouse gas emissions and waste heat produced.

A **subcritical coal-fired power plant** uses a boiler that produces steam in a drum (large tank). The steam is then used to turn the plant's turbine. Unlike supercritical, the plant operates below the critical point of water.





AboitizPower Open Access celebrates three years of partnership

ENERGY SOLUTIONS PARTNERSHIP. AboitizPower President and COO Tony Moraza (center) and AboitizPower Generation Business Group EVP and COO Manny Rubio (leftmost, back row) were among the executives who provided updates to the company's Open Access customers on the occasion of its third year anniversary.



“All of us in AboitizPower are committed to work with you, provide you the best, most innovative and seamless service possible,” he said. We are in constant search for new and better ways to serve you.

–Antonio Moraza, President and COO, AboitizPower

Aboitiz Power Corporation strengthened ties with its 36 customers on the occasion of the Open Access' third year anniversary held at the SMX Convention Center SM Aura in Bonifacio Global City. In the pre-event forum, the customers were apprised of the company's status of its balanced mix of energy portfolio, which experienced a boost in renewable energy (RE) capacity.

Antonio Moraza, AboitizPower President and COO, graced the event and reiterated the group's commitment to its Open Access customers.

AboitizPower Generation Business Group EVP and COO Manny Rubio said that AboitizPower continues to provide reliable and cost-efficient energy generated by its geothermal, run-of-river hydro, large hydro, coal, oil, solar and, soon, biomass facilities.

“We would like to be world class with our operations and to provide the best energy solutions for our customers,” said Manny Rubio.

The open access regime under the Electric Power Industry Reform Act allows a customer with a demand of at least 750 kilowatts to make supplier choices

and sign contracts tailored to meet their specific and unique requirements.

AboitizPower's Retail Electricity Suppliers (RES) have been ensuring competitive supply of electricity, while providing energy solutions, power quality and efficiency, and other value-added services to its customer since the commercial operations of Open Access last June 2013.

AboitizPower, together with its partners, currently has a total net sellable capacity of 3,350 MW, 38 percent of which comes from its RE power plants all over the country.

AboitizPower brand celebrates 7 years of committing to a Better Future



WHAT THE ABOITIZPOWER BRAND STANDS FOR. Team members from the Regulatory Department are all smiles at the crowd-favorite photobooth station. The AboitizPower brand was launched on July 22, 2009.

Team members celebrated the seventh anniversary of the launch of the AboitizPower brand by holding an internal event that allowed them to reminisce their childhood days, just like when they were seven years old. The celebration saw team members and team leaders alike play pop the balloon, ball toss, spin the wheel and hoop while testing their knowledge about the brand. At each game station, participants were treated to sweets, ice cream, cotton candy, popcorn and taho when they correctly answered AP brand-related questions. Some were good enough to take home branded items.

The brand anniversary celebration is part of the AP brand's internal branding promotions to equip team members with the necessary knowledge about the company, brand, mission, vision and core values. Familiarity of the brand and the company increases team members' sense of belongingness and enables them to understand their role in the company. More importantly, the celebration reminded everyone of AboitizPower's commitment to its vision of a Better Future. AboitizPower's mission is to provide power that is adequate, reliable, stable and reasonably priced with the use of technologies that have the least possible adverse effects on the environment and host communities.



TEAM MEMBERS AND TEAM LEADERS ALIKE PARTICIPATE IN THE BRANDING GAMES. Corporate Business group EVP and COO Luis Miguel Aboitiz is up for the challenging yet entertaining game mechanics at the Hoop station.

2nd SHEQ Forum gears up for top notch performance

With over 70 participants from the different AboitizPower business units, the second run of the Safety, Health, Environment and Quality (SHEQ) Forum strengthened the building blocks of the company's formidable edifice of world-class practices. The strong support from the business units' heads was evident in the plenary and panel discussions. Here are the key takeaways of this year's forum:

Incident Reporting and Investigation

- Reporting and recording of incidents enable and reinforce the culture of safety.
- It is a non-punitive approach and is focused on dissecting the anatomy of an incident.
- Emergency drills give proficiency on incident notification and reporting.

Stakeholder Engagement: Creating Buy-In at the Workplace

- This is an enrichment of the Group's Stakeholder Engagement program.
- Communication is necessary to build, enhance, and protect relationships.
- Understand what a stakeholder really is and what it is not; familiarize with the type of stakeholders and their wins; and develop your engagement process.

Biodiversity profiling project

- Hedcor's biodiversity profiling is an integral component of its watershed management program.
- It yielded the discovery of flora and fauna species endemic to the area.
- It resulted to an Inyovation project called EAGLE (Environmental Assessment through Geotagging and Lawin Enforcement), a partnership with UP Mindanao's biodiversity experts, IPs and DENR to continuously monitor the identified flora and fauna, and forest threats.



INSTILLING BEST SHEQ PRACTICES. The 2nd Safety, Health, Environment and Quality (SHEQ) Forum provides the venue to step up its SHEQ strategy and implementation across AboitizPower's business units as the company moves to achieve its IAP goal of becoming a world-class organization.

“ Let's bring everyone to the same level of safety, health and environmental quality maturity. Adapt and integrate international standards. Work as a team. We are only as strong as the weakest link. Safety begins with teamwork

-Luis Miguel Aboitiz,

EVP and COO, AP Corporate Business Group

Milestone Achievements

Since the creation of SHEQ, the Power Group has already set up the Steering Committee and implemented the IAP governance documents that set the requirements of SHEQ management and performance across business units. These include: performance reporting through the SHEQ dashboard, incident reporting, road transport safety management system, stop work authority, power plant entry rules, behavior based safety, modular inspection checklist, guidelines on hazardous waste

classification and labeling, and guidelines on solid waste management.

It has integrated SHEQ into its performance metrics (target of 15% of performance bonus). Meanwhile, the drive for third party ISO certification is in full gear with all BUs eyeing to be IMS-certified by end 2017. IMS certification entails an integrated approach with ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System), and OHSAS 18001 (Occupational Health and Safety Management System).

Enabling the PCB framework for world-class safety, health and environmental practice

“Solutions, when dealt together as a team, can generate faster results and drive sustained compliance across the organization. The development of the PCB Framework is a manifestation of the efforts to move towards world-class operations under the 1AP banner.

—**Marco Carlos**, VP for Safety, Health, Environment and Quality, AboitizPower

PCBs or polychlorinated biphenyls are commonly used in transformers and capacitors because of their chemical stability and good electrical insulating properties. However in the 1970s, commercial production was stopped because of the toxic compounds that were found in its components. Oil-filled electrical equipment manufactured before 1993 are likely to be contaminated with PCBs. In the Philippines, the Environmental Management Bureau of the Department of Environment and Natural Resources regulates the importation,

use and disposal of PCBs.

In response to this, AboitizPower conducted a thorough review of the operating units that were constructed before 1993. The PCB Framework that emerged is a structured approach that provides information to top management for sound decision-making as well as proper allocation of resources to manage the PCBs.

Based on the initial assessment done by AP Safety, Health and Environment Quality Team, and for further validation by the regulators,

these sites can be classified as PCB-free: Therma Mobile Inc., Therma Marine Inc., Therma South Inc., Hedcor Sibulan-Tudaya, and SNAP Magat. Focus on safeguarding compliance is a continuing work on all AP sites.

The series of discussions with the business units' safety, health and environment (SHE) focal points facilitated collaboration and unhampered flow of information. The whole team is now looking into aligning efforts on registration and inventory, testing and site management, and replacement and disposal.

Registration & Inventory

Testing & Site Management

Replacement & Disposal

PCB FREE

Are you a High 5S practitioner?

Cleanliness. Safety. Productivity. Cost efficiency. Quality.

These are the principles and ideals of 5S, a program that AboitizPower team members are encouraged to practice as part of driving operations toward world-class status and in support of the 1AP goal.

Generation Group EVP and COO Manny Rubio enjoined everyone to consistently observe 5S to help the organization achieve its objectives. “High 5S encourages team members to give a high five to recognize and commend an individual for achieving the principles and ideals of 5S. The principles are also aligned with the Aboitiz core values of



IT'S A HIGH FIVE! Team Members pledge their commitment to consistently practicing the 5S principles.

teamwork and responsibility,” he said.

The program was first implemented by the AP Generation business units in 2014. To ensure the delivery of quality work output this year, all business units are expected to sustain and continue achieving High 5S milestones. The

milestones include on-the-spot monthly and quarterly 5S audits. Audit scores are reported to AP Corporate every quarter. With each performance improvement, AboitizPower moves closer to its goal of attaining world-class operations by 2018.

APRI strengthens partnership with Tiwi stakeholder leaders



We are committed to sustaining our relationship with you as our important stakeholders. We continue to deliver clean and renewable baseload power from our facilities in Tiwi, Bay, Calauan, and Sto. Tomas.

–Felino Bernardo, President and COO, APRI



BUILDING STRONG PARTNERSHIPS WITH HOST COMMUNITIES. AP Renewables, Inc. President and COO Felino Bernardo addresses the newly elected and incumbent local government officials of Albay, which is home to the company's Tiwi geothermal power plant facility.

AP Renewables, Inc. (APRI) held a dialogue with the newly elected officers of Tiwi Municipality and the incumbent local government officials of its 16 host barangays during its Quarterly Stakeholders' Meeting in Tabaco City, Albay.

Some of the topics discussed were updates on plant operations, target and actual power generation, hiring opportunities, safety, health, and environmental programs,

Corporate Social Responsibility (CSR) programs, and ER 1-94 projects.

"We look forward to a continued partnership with APRI and the development of more projects in Tiwi," said Barangay Biyong Captain Henry Borbor.

APRI also invited DepEd Assistant Schools Division Superintendent Fatima Buen to speak about the education status in the province of Albay. In line

with the DepEd's mission and programs, APRI also focuses its CSR projects in education, allotting more than half of its annual budget in helping with the improvement of the public education system in its host communities.

APRI continues to provide relationship-building platforms where it can work with its host communities in developing sustainable locally oriented programs.

IPs train in emergency response



TRAINING IP LEADERS TO BE FIRST AID RESPONDENTS. The participants watched the Philippine Red Cross-Digos Chapter volunteers give instructions on lifting and transferring an injured person to a safer area.

Thirty leaders from the Bagobo-Tagabawa indigenous people's (IP) community were sent by Hedcor Sibulan on a two-day first aid training. The location of their community at the foot of Mount Apo in Davao del Sur side is far from the nearest medical center.

"We feel the need to train our IP partners from the community with first aid procedures due to their distance from the city's hospitals and authorities", said Rolando Pacquiao, Hedcor Vice President for Mindanao Operations.

"This training gives us the confidence to provide with first aid care to our colleagues. We would no longer be hesitant to help because we are now well-equipped with basic first aid procedures," said IP chairman Datu Rogelio Manapol.

Hedcor provided each participant with a first aid kit while the adopted barangays received some medicines, first aid supplies and storage cabinets. On the last training day, tribal leaders and members underwent assessment examination and earned a Red Cross certification, verifying that they are now bona fide first aiders.



ANTICIPATING CEBU'S POWER DISTRIBUTION NEED. VECO COO Anton Perdices (second from left) and VP for Engineering Val Saludes (far left) join the engineering team at the Mandaue substation, one of the facilities that completed the substation upgrading. The upgrading of substations is part of the 10-year development plan of VECO where improvements and upgrades are based on the forecast of demands.

“Now that we have doubled our capacity, we can cater to new customers. We have been preparing for this since we have projected Cebu's rapid growth.

–Engr. Mark Kindica, AVP for Engineering Operations, VECO

Consumers are assured of fewer power interruptions and enough power supply after VECO upgraded the capacity of its substations.

“Substations in Mandaue City and in Barangays Mabolo and Camputhaw underwent upgrading with the end goal of increasing reliability through increased flexibility,” VECO's AVP for Engineering Operations, Engr. Mark Anthony Kindica, said.

The transformers in these substations were replaced in order to increase its existing

capacity. Prior to the upgrading, the three substations only had a 33MVA capacity. Now, it has twice the capacity at 66MVA. A 33MVA capacity can power around 4,000 households whose average consumption is 200 kWh.

These upgraded substations are also motorized, enabling VECO to have a remote access to the substation, which allows for faster power restoration during power trip off incidents.

The Mandaue substation upgrading began

in 2012. This was followed by the Mabolo substation in January 2013 and Caputhaw substation in April 2015. These substations cover the areas of Barangays Lahug, Busay, Camputhaw, Guadalupe, Capitol Site, Mabolo, and Kasambagan in Cebu City and Barangays Tipolo, Guizo, Casuntingan, Subangdaku and the rest of Mandaue City.

There are still two substations—one in Talisay City and another in Banilad, Cebu City—that are currently ongoing.

Teamwork and innovation create a better way

VECO's Motorpool team found a better way that has led to savings in terms of hauling expenses. It began when the team embarked on an innovative approach to haul its mobile substation.

The 20-ton mobile substation sits on a trailer and can only be moved from one substation to another by employing a prime mover truck. Because of its complexity in transportation, a third-party contractor charges PHP1.2 million per haul.

A few months back, instead of getting a contractor for transport, the Motorpool Department was tasked to perform the hauling using its own manpower and resources. Transporting the large equipment has to be done by an expert driver with the aid of lookouts. Because of the weight and width of the substation, the movement has to be done at night.

Now, VECO has already formed a prime mover team composed of eight people who will take charge of the hauling and transporting of the mobile substation whenever it is needed.

The mobile substation is designed to enhance the power availability of any



THE PRIME MOVERS. VECO's dedicated mobile substation hauling team dubbed 'Prime Movers' are now saving PHP1.2 million in cost per hauling. The team is a crew of 13 men who exemplify the Aboitiz core value of innovation, always inspired to develop better ways in everything they do. With them is VECO COO Anton Perdices (standing fourth from right).

“ Since a few months ago, VECO was able to save PHP2.4 million from the hauling. For long-term benefits to VECO customers, we are planning to institutionalize this.

–Dante Misterio, Motorpool Department Head, VECO

substation by serving as backup. Its 33 megavolt-ampere capacity can also deliver power supply to customers during

emergency and scheduled substation maintenance. The substation can cater to over 20,000 households.

Customers to enjoy more VECO payment centers

To maximize customers' convenience and lessen traffic in the metropolis, VECO is encouraging customers to pay at their nearest payment center or third party agents (TPAs) like Bayad Center, Cebuana Lhuillier, M Lhuillier, 2GO, ECPay, SM Hypermarket, SM Department Store, Savemore Market, and SM Business Services. Banks like BDO, Metrobank, Bank of Commerce, RCBC and Unionbank are also authorized collecting partners.

The Internet is also another option for payment. Customers can pay online with BancNet, Unionbank and Metrobank. Auto debit or credit arrangements can also be made thru CitiBank and UnionBank.

Around 73% of VECO's customers today pay through TPAs. In VECO's SM City Cebu office, there are only two tellers left. Eventually, they will also join the customer services team to further enhance the company's quality service by providing assistance and answering queries. By next year, VECO offices will only cater to new

applications, disconnection issues and other complaints.

Customers who are due for disconnection or red bill customers can now immediately pay their bills through TPAs near them to avoid disconnection. All they have to do is show their receipt to the disconnection crew.

Still with regards to serving customers better, the company also plans to increase its number of satellite offices in large community areas of Cebu in the next five years.

2nd Capehan sa Bangko talks about synergy and creating value in partnership



SYNERGY AND PARTNERSHIP. CitySavings team members gather once again for an informal dialogue with the board and management to exchange ideas on how to make the bank more effective in building leaders while providing excellent customer service for teachers.



Define innovation as something unique and have a magic moment to us, and to anchor it in our DNA as institution. Anything we do that has magic moments or to create new service has a purpose, and that purpose is our reason for existence as an institution – summarizing it in two words: Love Teachers.

–Eugene Acevedo, City Savings Bank Chairman

Cebu-headquartered City Savings Bank ran its 2nd Capehan sa Bangko, an informal dialogue among the board, top management and regional heads that allows a free flow of insights and discussions geared on how the bank can further improve and search for better ways to provide top-caliber customer service while effectively managing the talents of CitySavings. This year's Capehan focused on the values of innovation and responsibility under the theme of Synergy: Creating Value in Partnership.

In his opening remarks, President and CEO Catalino Abacan emphasized the importance of improving the bank's service for the benefit of its clients. He said, "The core of service is relationship; and the core of relationship is love. Therefore, service is love."

Chairman of the Board Eugene Acevedo talked about looking at innovation as creating

magic moments that will make the receiver say "Wow!" because he/she cannot figure out how the moment was created – it's just like magic. He added that altruism means empathy or doing good things to other people. He said, "There are two things I want you to do today; to define innovation as something unique and have a magic moment to us, and to anchor it in our DNA as institution. Anything we do that has magic moments or to create new service has a purpose, and that purpose is our reason for existence as an institution – summarizing it in two words: Love Teachers."

Meanwhile, Independent Director Romy Ronquillo shared about responsibility and accountability, which he linked to one's level of maturity. Ronquillo emphasized that "responsibility means you respond with your ability". He said, "Even if you have a great mind, you still need to seek advice, because you don't

know all the answers to the questions all the time. Unless you are interdependent, it is very difficult to understand the word responsibility. You see most of us, responsibility ends with us...you want a team that is interdependent, and that's how you value partnership."

He closed his talk by saying, "My greatest achievement in life is...I create leaders. For me, there is nothing more important than to create leaders. As you create leaders, you make your jobs a lot easier."

Executive Vice President for Channel Management Jose Levi Villanueva thanked everyone who organized the Capehan sa Bangko and mentioned that one of his key takeaways was learning that "interdependence is anchored on synergy, with the premise that team members and team leaders alike should be asking a lot of 'why', and that everybody is responsible for each other."



‘Mass success’ in the digital marketplace touted by UREKA Forum in Davao

- In its third edition, UREKA has expanded its reach to Mindanao to help ensure the country's small and medium enterprises' success in the digital marketplace
- Record-breaking 149 SMEs launched their own e-commerce portals in just one day

Junes Marie Paga of Dairy Best was the first in Davao to put up her own UREKA Shops website. The brand's new online home would allow the 26-year-old business to expand, from supplying dairy products in Mindanao to catering to other interested customers in Visayas and Luzon.

A couple of minutes later, Rhea Jane Pañares, marketing communications officer of the Puentespina Group of Companies, followed with an e-commerce website for the Malagos

Garden Resort, which has been in operation since 1994. Pañares saw UREKA Shops as the perfect avenue to reach more potential customers after their company's brand revamp.

Paga and Pañares are among the 149 small and medium enterprises (SMEs) who successfully launched their own e-commerce portals through the E-commerce Circuit in just one day, which is a new UREKA Forum record, at the third UREKA E-commerce Forum held in Davao

City, which attracted over 650 attendees.

The event's trademark E-commerce Circuit, held during the second half of the program, is a workshop that helps SMEs launch a working "end-to-end" e-commerce business portal by the end of the same day. It consists of a 10-step procedure that offers entrepreneurs access to the necessary components in operating an e-commerce portal. Then, the UREKA Forum team took care of setting up each

Banking and Financial Services

“ We are all here to get you started on e-commerce. UREKA gets all of you to your first sale online by providing you the tools needed for your e-commerce business, and educating you to make this platform work for you.

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



RECORD BREAKERS. Dairy Best's Junes Marie Paga (left) was the first in Davao to put up her own UREKA Shop followed by Rhea Jane Pañares (right) of the Puentespinas Group of Companies.

GETTING ONLINE AND GETTING READY FOR BUSINESS. With the help from the UREKA Forum team, SMEs successfully launched their own e-commerce business portal.

“ We believe that Filipino SMEs from Mindanao have yet to fully realize the advantages of technology to really ‘win from the beginning; [through the UREKA Forum], we can help them transform e-commerce into their competitive businesses advantages and thus build a truly ‘borderless’ business.

–**Genaro Lapez**, EVP and Head of Strategic Partnerships, UnionBank, and Lead Convenor of UREKA Forum

website complete with an end-to-end platform – all in one afternoon.

Aside from the E-Commerce Circuit, attendees also got the chance to glean information and free advice from the Philippines' leading industry experts, thought leaders, innovators, and advocates of technology.

The UREKA Forum has expanded its goal from “mass converting SMEs to e-commerce” to ensuring their “mass success” in the digital marketplace. This supports the government's 2020 E-commerce Roadmap as initiated by the

Department of Trade and Industry (DTI). Among the key goals established by the Roadmap include activating no less than 100,000 SMEs into e-commerce and making their businesses account for about 25% of the Philippines' gross domestic product.

“Through this platform, we hope to help nurture a business climate that empowers SMEs via inclusive e-commerce to power sustainable growth by educating and activating them via a community of topnotch experts and thought leaders via the UREKA Forum,” said UnionBank's

Executive Vice President and Lead Convenor of the UREKA Forum Genaro Lapez.

The Davao leg, which followed the first and second installments in Baguio and Iloilo, respectively, was hosted by UnionBank who teamed up with its consortium partners and sponsors – Air21, AMTI, DragonPay, DTI, Department of Science and Technology (DOST), GeiserMacLang, PLDT SME Nation, Shopinas, and Bloomberg. UREKA added 3 new partners in Davao – Facebook Asia Pacific, Zalora, and Esquire Financing.

UnionBank's best employee engagement practice



ELEVATING LIVES THROUGH A FULLY ENGAGED WORKFORCE. UnionBank Leadership Pipeline Head Laarni Ona was one of the resource speakers that provided employee engagement insights to the roundtable discussion participants.

In its continuing drive to Make Da Diff, UnionBank gathered various IT and Business Process Association of the Philippines (IBPAP) member companies to share its best practices in the arena of employee engagement. Already, two discussions have been held in the Seda Hotel in Bonifacio Global City with themes of Elevating Lives through Benefits and Retention and Employee Engagement.

The Bank is consistently recognized by international award giving bodies for its various employee satisfaction, engagement, and retention initiatives.

The discussions were led by Leadership Pipeline Head Laarni V. Ona, Corporate Product Management Head Arvie de Vera, Trust and Investment Services Business Development Manager Ralph Alo, Mortgage Finance Business Head Nino Fajardo, SME Banking Solutions Head Jessymel Cruz, and Cash Solutions Manager Allan Hizon. They discussed how the Bank uses its products to elevate the lives and fulfil the dreams not only of clients but also its employees.

These interactions with the various companies led existing clients such as Sutherland and Sitel to express their satisfaction with the UnionBank brand of service. It also allowed IT companies to get to know the Bank's offerings and what it can offer as customized products and services to address the needs of its employees.

UnionBank is first PH bank to be ISO 9001:2015 certified

UnionBank is the first bank in the Philippines to be certified in the latest ISO 9001:2015 standard. Primarily, this was driven by Channel Management Center (CMC) passing the two stages of ISO 9001:2015 Quality Management System (QMS) rigorous certification audits for the Bank's Front-line (Branches and Customer Service) and Backroom (Central Processing) operations.

The ISO 9001:2015 QMS Certification is a collection of business processes focused on the delivery of quality service to delight and meet customer requirements. The standards for the new Certification were released in September 2015, which made the process quite challenging for the Bank. Despite the short time from the release of new standards and the actual auditing last December 15 and 16, 2015, the three core operations groups under Channel Management Center achieved a Zero Non-Conformance Rating as well as more than 20 Positive Observations.

Positive observations are commendations



SETTING THE STANDARD. UnionBank has strengthened its risk management and customer protection measures as attested by the findings after the ISO certification process. From left: UnionBank Senior Performance and Quality Management Officer Manny Zapanta, UnionBank Deputy Customer Service Head Adrian Romualdez, UnionBank Director Jon Ramon Aboitiz, TUV Rheinland Senior Manager for Marketing and Sales Pinky Villacrusis, TUV Rheinland Certified Management System Lead Auditor Ramoncito Puyat, TUV Rheinland Senior Manager for Business Stream Systems Meloday Mokamad, UnionBank Chairman and CEO Justo Ortiz, UnionBank President and COO Edwin Bautista, UnionBank EVP for Channel Management Center Dennis Matutina.

given by the certifying body, TUV Rheinland, for best practices, routines, rituals, practiced by the UnionBankers.

With this certification, UnionBank ensures

that its front-liners and back-end personnel follow one standard when executing processes so clients can expect consistent and delightful customer experience every time.



PETNET @18: Change. Challenge. Heroes

DANCING TO THE TUNE OF CHANGE. PETNET team members perform an opening number at the simple but memorable ceremony to celebrate the company's 18 years in business.



I am inspired by your stories on how hard you've worked for this company. I believe we were able to maintain and live by our mission and that is to do things the right way.

—Lorenzo Ocampo, PETNET President

PETNET, Inc. marks its 18th year anniversary in the business of providing Filipinos and their families with fast and reliable remittance and other financial services.

The company held a ceremony with the theme “PETNET @18: Change. Challenge. Heroes”, with team members celebrated the day with a thanksgiving mass officiated by Fr. Tito Caluag followed by an employee recognition program. Service awardees were honored and team members with exemplary performance were also recognized.

Earlier this year, the company officially announced to its business partners and key stakeholders its new brand name, PERA HUB, which intends to bring PETNET closer to its goal of being the largest and most preferred payment-related transactions center. 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.



AWARDEES FOR ZERO TARDINESS. From left: Edsel Laguador, Joysa Belle Roldan, Ritchel Nual, Reynaldo Macayan Jr., Lord Jayson Ragonjon



15 YEARS IN SERVICE. From left: PETNET President Larry Ocampo and (Chris to supply name) hand out plaques of recognition to the 15-year service awardees Leonardo Butlay, Lord Jayson Ragonjan and Ian Ocampo, who is also the VP for Marketing and Auxiliary Services

Play Pokemon at PERA HUB branches and win MOL Points

Did you know that as a PERA HUB customer, you can earn money online (MOL) points when you transact, and catch a Pokemon, in any of their branches?

Here's how: Catch a Pokemon within the premises of a PERA HUB branch. Post a screenshot of catching that Pokemon on PERA HUB's official Facebook page (facebook.com/perahubph), specifically, in the comments under the promo poster and use the hashtags #catchemallatPERAHUB and #pokemongo.

Winners will be announced on PERA HUB's Facebook page every week. MOLPoints can be used to purchase e-Load, Steam, Blizzard, Spotify, or Facebook Balance, as well as for over 5,000 other online gaming purchases. Promo runs from August 19 to October 28, 2016.



PETNET launches PERA HUB Card loyalty program



PETNET has rolled out its PERA HUB Card loyalty program in its 170 branches as part of the company's thrust to provide value-adding customer service. The target is to register 100,000 customers under the PERA HUB Card loyalty program.

INSTANT FREEBIES

- Free PHP20 Load
- Free PHP50K insurance for one month with Malayan Insurance and AV Ocampo partnership
- Double points on the member's birthday when availing a PERA HUB service except PERA Remit
- No need to present valid IDs. PERA HUB Card can be used as your ID card when transacting PERA HUB services except PERA Remit (as long as the ID is valid when registered)

CONVENIENCE AT YOUR FINGERTIPS

- One form to fill-out only (specific for insurance details)
- Free SMS and email alerts on on-going PERA HUB promotions
- Microsite for monitoring of points
- No points expiration



Introducing The Care Package energy boosting biscuits

At the 25th Visayas Area Business Conference last September, Pilmico launched a new product called The Care Package, high-energy biscuits that meet health and nutrition needs during times of emergency.

With the event's focus on regional socio-economic resilience and adaptability, Pilmico First Vice President and Chief Resource Officer Maribeth Marasigan shared to over 200 public and private sector delegates how The Care Package can help local government units, corporate foundations, and NGOs optimize disaster relief.

The energy boosting biscuits contain 450 kilocalories each—equivalent to one full meal—and, more importantly, essential vitamins and nutrients, all without sacrificing taste. It offers an efficient relief mechanism to address malnutrition in addition to ease of transport and storage compared to perishable and bulky food packages that require heating or refrigeration.

To learn more about Pilmico's The Care Package, go to <https://www.facebook.com/thecarepackagePH/>

Read also our story on Pilmico's donation of The Care Package biscuits to NDRRMC's relief operations in Batanes in the wake of Typhoon Ferdie in this issue's CSR section.



FACING THE NEW NORMAL. Pilmico FVP and CRO Maribeth Marasigan presents a sample scenario of how nutrition often gets neglected in disaster relief operations.

“ The Care Package’s main innovation is the high-energy biscuits, which contains 450 k/calories per pack, equivalent to one full meal. Each pack of biscuits provides all the necessary nourishment and energy a person needs without sacrificing the taste. **–Sabin M. Aboitiz, Pilmico President and CEO**



Mahalin Pagkaing Atin Updates

Mahalin Pagkaing Atin (MPA) was introduced in mid-2014 and aims to spread the word on sustainable entrepreneurship through promotion of local produce and instill a “pride of product, pride of place” mindset for both farmers and local consumers, thus enabling operators to maximize profit without passing through middlemen. Through MPA, Pilmico has donated a total of 1,066 piglets, 313 egg machines, and 21 bakery starter packages to date.

Cagayan State University Andrews Campus Gymnasium, July 12

Stopping by their city last July, the Mahalin Pagkaing Atin caravan encouraged more Tuguegaraoans to embrace sustainable livelihood and backyard farming in the country. The event included seminars on animal husbandry and nutrition, basic and advanced baking, and cooking pork, chicken, and egg recipes highlighting the flavors of the Philippines as demonstrated by MPA Ambassador Chef Boy Logro.

Pilmico also kickstarted livelihood for 28 Tuguegaraoans by distributing 30 piglets (two piglets per beneficiary, each



WARM TUGUEGARAO. A packed crowd awaits at the CSU gym as the MPA rolled into town. Farmers and producers came from in and around Cagayan to learn more about backyard farming livelihood opportunities.

with one-cycle feed consumption), 10 egg machines (48-chicken set each with one-cycle feed consumption), and three bakery kits. These will enable local farmers

to sustain livelihood through an easy-to-manage business with a quick return on investment, despite the threats of poverty, tragedy or conflict.

Mahalin Pagkaing Atin Favorites from Chef Boy Logro

INGREDIENTS

200 g	Combination of pork cheek, ear, and snout	5 g	Salt to taste
		2 g	Black peppercorns
200 g	Pork belly	40 ml	Water
50 g	Yellow onion, sliced	20 ml	Soy sauce
50 g	Garlic	20 ml	White vinegar
20 g	Chili peppers, chopped	20 ml	Pineapple juice
1	Calamansi	1	Egg



PROCEDURE:

1. Clean the pork cheek, ears, and snout thoroughly and remove any hair left.
2. Put the meat in a pot together with the garlic, black peppercorn, pineapple juice, water, and salt. Boil water and simmer until the meat is tender (about 45 minutes). Drain the meat and cool to room temperature.
3. Grill the meat over charcoal until brown and crispy. Deep fry if grill is unavailable.
4. After grilling, chop the meat to approximately 1 cm cubes. Mix the chopped meat with the onion, chili pepper, vinegar, soy sauce.
5. Heat a cast iron plate. Remove the plate from the heat and pour the meat mixture on it.
6. Serve with the raw egg and calamansi.

PJVAC inspires future agri leaders



The second annual Pilmico Junior Veterinary Medicine and Animal Science Congress (PJVAC) gathered 50 of the country's top senior veterinary medicine and animal science students for a two-day event that focused on "Creating Innovative Leaders in the Animal Industry".

"We are very proud to say we are the first in the industry to organize a congress like this, because we believe in honing future leaders like you who will help the animal industry grow and move forward," explained Tristan Aboitiz, Pilmico COO, as he addressed the delegates last August 4 and 5 at the Lima Park Hotel in Malvar, Batangas

Senator Cynthia Villar of the Senate Agriculture Committee was featured guest speaker, sharing her perspectives on the country's current food landscape.

"Food sufficiency is dependent on our humble Filipino farmers. We need to make farming more attractive and competitive, especially for the youth, to ensure sustainability," she said. Increasing farmers' income and giving them access to the right technology and education, the Senator believes, are ways toward ensuring food sufficiency for the next generation.

"So much is happening in the Philippines



TWO DAYS WELL SPENT. Year 2 of PJVAC put the spotlight on innovation that will usher the future of agriculture in the Philippines with insights from Sen. Cynthia Villar and Pilmico COO Tristan Aboitiz. Participants also got to tackle team building activities and challenges with congress alumni.

today that we need great leaders to move the country forward. There's so much to be done. Find something you're passionate about and don't let anyone tell you that it can't be done," Mr. Aboitiz emphasized. He added that the company seeks the help of creative, bright, and ambitious young minds in achieving its vision of

being the 'Partners for Growth'.

In addition to gaining insights on innovation and leadership straight from Pilmico's experts, PJVAC was also an opportunity for the future veterinarians to network and participate in team building exercises with congress alumni and Pilmico team members.

Finding 'Bounty' through Pilmico

As an IT industry veteran, Susan Pena had no prior experience in baking or the food business in general. Being a 'suki' of Pilmico Research and Training Bakery's (PRTB) Spanish bread sparked a curiosity that led her to enroll in a course at the facility. This experience gave her the confidence to take a shot at becoming a sub-dealer of Pilmico flour and start a business aptly named Baker's Bounty.

Since May 2015, Baker's Bounty has increased its sales from 10 sacks to over 400 sacks of Pilmico flour per month, even convincing customers to become their loyal Pilmico customers.

Today, Susan runs the business with son Miko who also got started by attending a two-day training on artisanal bread baking at PRTB.

"It was my way of familiarizing myself with my mom's growing business. I quickly realized that bread or flour never goes out of style. I saw great potential in the business so I finally decided to quit my job and joined her at Baker's Bounty," he shared proudly.

Baker's Bounty has become a trusted flour distributor to major restaurants, bakeshops,



FLOUR POWER. As co-managers of Baker's Bounty, mother and son thank PRTB for the guidance and invaluable input to their business strategy.

and even country clubs in the Alabang – Sta. Rosa, Laguna area, including Mama Lou's, Luna, and Nonna's Pizzeria.

Mother and son agree that Pilmico has been a source of unwavering support since day 1.

"You have a wonderful team in Pilmico, always willing to help and teach clients about bread, pastries, and baking. I see a

bright future for our flour business and I am convinced to invest more. I'd also like to thank Chef Cynthia and Tito Rabano who have guided us along the way and provided invaluable inputs in our selling strategy. More power to you and please continue the PRTB support and more clients will patronize Pilmico," said Susan.

'Mulawin' egg machine goes to production



MULAWIN TAKES OFF. (From left) Pilmico's unique egg machine design comes out of the assembly line and now ready to be distributed to soon-to-be backyard entrepreneurs; The egg machine settles in at the Villar Foundation farms.

The winning egg machine design, nicknamed 'Mulawin', from Pilmico's nationwide competition last year is finally in production. Aside from easing the process and bringing down costs of procuring the cages, the design meets its usage requirements: collapsible, easy to transfer, easy to source materials, and facilitates efficient egg-laying production.

Pilmico has selected a foundry in Tarlac to build the cages. The company has put in an initial order of 102 units to be allocated for upcoming Mahalin Pagkaing Atin caravans in Luzon. Two sets have also been donated to the Villar Foundation while another 10 sets are earmarked for the Naga City local government.



AboitizLand bares expansion plans in Luzon and Mindanao

THE OUTLETS IN LIPA. Once opened, this 9.3-hectare shopping destination in Batangas will bring world-class retail brands to Luzon.

AboitizLand is capitalizing on strong demand for residential and commercial communities across the country, particularly in Luzon and Mindanao. The company has lined up residential and commercial projects in Batangas, Tarlac, and Nueva Ecija for 2017 and is actively seeking land to develop in Davao City.

“We saw huge potential in terms of land development in Luzon and we are very keen on becoming a stronger player in the national scene while maintaining our foothold in Cebu,” said Rafael de Mesa, AboitizLand VP for Business Innovation.

One of these projects is the Sands Seaside Residences in San Juan, Batangas, a high-end residential community with 800 homes at prices ranging from Php6.5 to 9 million each.

“We are focusing on horizontal developments because there are still huge unmet needs for house and lots,” AboitizLand Vice President for Marketing John Amon said.

Two gated developments in North Luzon—the 13-hectare Ajoya Capas in Tarlac and the 17-hectare Ajoya Cabanatuan in Nueva Ecija—will provide over 2,000 homes in both communities.

In South Luzon, The Outlets at Lipa will soon rise over a 9.3-hectare retail destination in Batangas as well. Once opened, it will offer world-class shopping to Luzon with popular international and local brands in an outdoor setting with



SPECIAL LAUNCH. AboitizLand VP for Business Innovation Rafael de Mesa introduces the Sands Seaside Residences to Aboitiz Group team leaders in Taguig.



UNVEILING NATIONWIDE DEVELOPMENTS. AFA speaks to the press about AboitizLand's upcoming residential and commercial projects in Luzon and Mindanao.

all-year round sales and discounts.

AboitizLand also has eyes on Davao City as part of its nationwide expansion program in the next five years.

“Davao has seen big growth in everything—in industry, commercial, residential, and retail. It’s also an emerging BPO hub,” AboitizLand President and CEO Andoni Aboitiz said,

explaining the company’s interest the southern Mindanao city as its next development site.

While AboitizLand is bullish on becoming a stronger player in the national scene, it is committed to keeping its foothold in Cebu and will develop a 400-hectare property in Lilo-an and another 300-hectare property in Balamban.

'inHouse' careers open in Luzon

Targeting exponential growth as it expands in Luzon, AboitizLand held its 'inHouse Career Fair' last July at the Taguig Corporate Center. The event drew 62 applicants referred by AboitizLanders, of which 42 were endorsed to the next stage of the application process.

AboitizLand's residential, commercial, and industrial communities presented experiential booths that gave applicants a preview of its real estate operations and the company's nurturing, assuring, and enduring culture and work environment.

The 'inHouse Career Fair' is also the first recruitment campaign in the Aboitiz Group dedicated to employee referrals. It received the #BetterWays Project Award at the Aboitiz Groupwide Talent Attraction Summeet held early this year.



MEET THE CEO. AFA welcomes the guests and gives a brief overview of the company and the opportunities it offers to successful applicants.



EXPERIENTIAL POCKETS. AboitizLand's recruitment teams invite the attendees for a little fun while discovering the company.



4 PICS 1 WORD. A guest tries to figure out the answer to the puzzle, a sort of offline version of the popular mobile game.



IT'S A FESTIVE AFTERNOON. As applicants hop from one booth to another, the HR team brings out the goodies prepared especially for the guests.



THE FIRST TIBAY HERO. Aling Delia's new two-storey house was built with Republic Cement, the only cement with tatak Tibay Enhancers, to make it more durable from the inside.

Grandmother is Republic Cement's First Tibay Hero

“ Natupad na ang pangarap ko! Ito na ang simula ng bagong buhay ng aking pamilya. Maraming salamat! (My dream has now come true. This will help my family start a new life. Thank you so much!)

– **Delia Balonzo**, First Tibay Hero Winner

Republic Cement searched far and wide for a Tibay Hero, someone who possesses strength from within. Out of 1,671 incredible stories from all over the Philippines, the story of Aling Delia Balonzo stood out for her strength and resilience.

Aling Delia is truly an inspiration. A mother to a brood of 13 and grandmother to several children, she also took on the challenging responsibility of taking care of nine other children. She persevered to provide for her big family, juggling several jobs to make ends meet and send her children to school.

She tended a sari-sari store and a

small canteen, and occasionally served as a 'manghihilot' (folk chiropractor) and laundry woman, grabbing every opportunity to earn money and support her family. She remained resilient in hurdling every challenge. Her efforts have not only inspired her children to finish school but also pushed them to lead better lives.

Recognizing her 'Tibay Mula sa Loob', Republic Cement has partnered with top architecture firm Palafox Architecture to build a new two-storey house for Aling Delia and her family. This house, which has a contemporary tropical design, was

built to last using Republic Cement. Space, lighting, and ventilation were also carefully considered to suit the needs of Delia's family.

As an added surprise, comfortable and family-friendly appliances were provided by Real Living, Abenson, Match Furniture, and Uratex.

As Aling Delia and her family move in to their new home, a new chapter of their lives begins. And this will start in a house inspired by Aling Delia's life story... a house fit for a hero; a house that is her legacy to her children and to everyone who has been touched by her story.



Posing with their first success story as they learned about collaboration.



Republic Cement CEO Don Lee speaks before the MTs during the onboarding ceremonies and talks about company values, focusing on integrity and sustainability as essential in building a greener and stronger Republic.

Instilling the 'Tatak Tibay' brand among Republic's Management Trainees



Republic Cement's new Management Trainees (MTs) strike a 'Tatak Tibay' pose as they start their 24-month journey.



Republic Cement & Building Materials President Renato Sunico welcomes the MTs to Republic and shares his experiences and what he considers his "secret sauce" to achieving success.



The MTs attend a Cement 101 class before visiting the company's production plants.



The MTs actively participate in several workshops throughout the day.

Developing housing solutions for a growing economy

“ When values are shared, progress happens at the top and bottom of society at the same time.

– Philippines Vice President Leni Robredo



REPUBLIC CEMENT CO-PRESENTS HOUSING SOLUTIONS CONGRESS. Over 300 stakeholders of the housing sector attended the Housing Solutions Congress 2016 organized by the European Chamber of Commerce of the Philippines and co-presented by Republic Cement. The delegates gathered to discuss and propose improved policies, measures, programs, and even necessary legislation to address the housing backlog in the Philippines. The Keynote speaker at the event was Vice President and HUDCC chairperson Maria Leonor “Leni” Robredo who invited everyone to take part in the discussion and to explore a wide range of solutions to the housing deficit, including indigenous building concepts that work. With her at the ribbon-cutting ceremony are Senator JV Ejercito and RCBM CEO Don Lee.



COLLABORATING WITH STAKEHOLDERS TO PROVIDE HOUSING SOLUTIONS. Responding to the appeal by Vice President Leni Robredo to work together in finding workable solutions for the country’s housing backlog, Republic Cement gathered stakeholders from the private and public sectors for a whole day workshop titled “Breakthrough: A Collaborative Approach to Prototyping Socialized Housing Ideas” with Professors Ron Chua and Gill Stevens of the Asian Institute of Management as facilitators. The creative solutions that resulted from the day’s discussions will be endorsed to the Housing and Urban Development Coordination Council for their consideration.



Kaubans toast outgoing CEO Nap Pe at movie-inspired RN

PAYING TRIBUTE. "The leadership torch will yet again pass for the third time in the history of ACGI. A man who has led the company for the last 16 years with great drive, ambition, and laser-sharp focus on execution excellence will pass on the baton of leadership," said JJA as he thanked ACGI President and CEO Nap Pe who retires at the end of 2016.

Casino Español in Cebu City was transformed into scenes from the silver screen as Kaubans from Mandaue, Balamban, and Manila project sites and other guests decked out in costumes from favorite movies for the Aboitiz Construction Group's Recognition Night 2016.

"We celebrate the kauban spirit and commitment to the success of Aboitiz Construction," Chairman Jim Aboitiz (JJA) said as he acknowledged this year's service awardees and retirees who treated the company as their second home. He also led a special tribute to ACGI President and CEO Nap Pe who will be retiring at the end of the year.

"You can be extremely proud of your accomplishments, as well as those of the

company under your leadership. You have very successfully guided and honed the skills of everyone in the company into a cohesive team extremely focused on ensuring successful project execution for our customers and the company." (To watch JJA's full speech, go to aboitizeyes.aboitiz.com/videos)

Mr. Alberto A. Ignacio, Jr. was also formally introduced as the company's new interim Executive Vice President and Chief Operating Officer who will later on assume Mr. Pe's role.

Vice President for Operations Jonathan A. Bendebel welcomed everyone to the 'Hollywood Filmfest', thanking everyone for sharing their talents.

The evening was also filled with team

performances, individual awards, project awards, as well as recognition for suppliers, service providers, subcontractors, other business partners.

Recognized as Best Managed Project was Davao International Container Terminal, Inc. in Panabo, Davao, managed by Celso P. Montargo.

Individual special awards went to Aquillesa Chan, KC Love Cong, Niña Mercy Coquilla, Rich Daño, Deneb Genabe, Michael Gumagay, Glenna Paquibot, Clement Pepito, Atty. Ria Lidia Espina, Noreen Bejaron, Ronald Nuñal, Vic Sandonval, Tsadde Lloyd Tejado, Raul Valmoría, Josephus Bayo, Deonito Capao, David Dumaguít, Alex Navales, Juanito Radin Jr., Christopher Rodríguez, Glenn Arvin Watin, and Roy Espinosa.



Construction

“

You have very successfully guided and honed the skills of everyone in the company into a cohesive team extremely focused on ensuring successful project execution for our customers and the company.

– **Jim Aboitiz**, Chairman, Aboitiz Construction Group, Inc.



FOR 10 YEARS: (From left) Joselito Baldoman, Julius Cartahenas Sr., Noel Carwana, Aquillesa Chan, Sherwin Coquilla, Jose Jimmy Estomago, Dinah Gabrillo, Anabel Jaluag, Philbert Manso, Liza Montargo, Camilo Pleños, Juanito Radin Jr., Florence Rin, and Jerry Villarin.



FOR 20 YEARS: (From left) Danilo Baro, Garlito Baruc, Ernesto Cantila, Edison Carreon, Josephine Florentino, Alexander Lariosa, Samuel Lastimosa, Judailin Pacada, Charlie Pardillo, Napoleon Pe Jr., Erwin Ponce, and Ruel Velasco.



FOR 35 YEARS: Arturo Canga (Second from right).

FOR 25 YEARS: (From left) Irvin Camingawan, Marcelo Cena, Prudencio Pulgo, and Rodelo Torres.



RETIREES: (From left) Socrates Aredidñon, Anecito Dela Rama, Gonzalo Lapus, Arnulfo Lumayag, Nelson Magbanua, Nestor Mejares, Romulo Panta, Eugenio Pulvera, Edgardo Quiseo, Reynaldo Siega, and Felix Tura.



THEY WORE IT BEST. Three groups stood out and won prizes for having the best costumes: (from left) Engineering Design and Detailing wowed in 'Star Wars' – First Place; Accounting, Finance, Treasury and Audit strutted in their version of 'Grease' – Second Place; and Marketing, Contracts, and Executive Office impressed in 'The Great Gatsby' – Third Place.

Championing public education at 'Interventions' 2016



During its annual 'Interventions in Education' conference, the Aboitiz Group renewed its commitment to support national public education by presenting a set of initiatives to the Department of Education. These include establishing more technical-vocational high schools and special science elementary schools, projects that are currently underway.

"While we are delighted to be recognized by DepEd as its biggest private contributor to public education in the country, you can expect us to work harder and do even more to drive education for the Filipino youth," said Erramon I. Aboitiz, Aboitiz Foundation Chairman, during the event held last August 31 in Taguig City.

The Group currently supports 3,267 scholars nationwide, 320 of whom are college students. The Foundation alone supports 312 scholars in Metro Manila and 1,500 scholars in Cebu. This year, a total of 57 Aboitiz scholars from across the country successfully completed their college



(TOP PHOTO) **TIES THAT BIND.** Aboitiz Foundation Chairman Erramon Aboitiz holds up the signed agreement renewing the Group's support of public education initiatives across the country. He is joined by Aboitiz Foundation EVP & COO Sonny Carpio, DepEd Assistant Secretary Tonisito M.C. Umali (third from left), and AboitizPower AVP for Project Development and Execution Carlos Aboitiz. (ABOVE PHOTO) **IT'S IN THE BAG.** Aboitiz Foundation scholars will greatly benefit from Aboitiz Foundation's various initiatives in support of public education in the country.

education with 23 graduating with honors.

As a longstanding advocate, Aboitiz Foundation's most important goal is to achieve universal public education by establishing more Aboitiz BetterWorld schools that promise a better learning

environment. This, in turn, supports one of the United Nations' Sustainable Development Goals, specifically on Quality Education or 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all'.

Shared Value headlines mid-year CSR Forum

The Aboitiz mid-year CSR forum held last July enjoined the business units to step up their back-end processes for more successful execution of their respective CSR projects, this as ongoing parallel efforts are being done to install the Creating Shared Value framework across the Aboitiz Group. This alignment of purpose, and enhancement of CSR project management are geared towards encouraging innovation in addressing societal needs and challenges. Here are some key highlights from the forum.

Creating Shared Value

Bonar Laureto – Executive Director, Philippine Business for the Environment

- CSR is more on responding to societal needs while Creating Shared Value (CSV) focuses on innovation to address societal challenges at scale as business proposition
- CSR has not proven to lead to sustainable growth on both economic and societal fronts as it is generally separate from profit-driven core business practices and is limited by corporate budgets
- CSV means enhancing competitiveness through meaningful value propositions that not only boost shareholder value but serve as catalysts to advance social conditions in communities in which a business operates

Enterprise Development

Dr. Jaime Aristotle Alip – Founder, CARD, Inc.

- CARD's vision is eradicating poverty through practical approaches with a focus on helping poor women
- Since 1986, the company has raised successful microentrepreneurs with its 3Ms program (Mentorship, Money, and Markets)
- The 3Ms provide capacity building programs, financial services, and business support such as product development and marketing
- Non-financial services offered are health and education

Social Enterprise

Sen. Cynthia Villar – Managing Director, Villar Social Institute for Poverty Alleviation and Governance



SUSTAINABLE LIVELIHOOD. Sen. Villar believes project funding should go to those who demonstrate genuine interest, which makes people engagement all the more important in order to realize program goals.

- Livelihood programs should be sustainable; dole-outs are not adequate as they are mere bandage solutions to social development programs
- Funding for projects must go to those who demonstrate genuine interest, which makes people engagement all the more important in order to realize program goals
- The senator plans to propose a bill to institutionalize insurance premiums for farmers
- DOST and WeatherPhilippines can collaborate to produce data that can benefit farmers in terms of weather prediction; this data can be basis for insurance providers when computing for affordable premiums for farmers

K to 12 and the Adopt-a-School Programs

Enrique Palacio, Ma. Cecilia Nayve, and Rolly Soriano – Department of Education

- Additional 2 years of Senior High School (SHS) allows students to focus on a track based on their competencies and inclination
- SHS students accumulate a total of 31 subjects including Core and Contextualized subjects under the new GE curriculum of the Commission on Higher Education
- Adopt-a-School Law allows private companies to assist public schools preferably located in

the 20 poorest provinces

- Private companies that enter into agreements to provide assistance and services to public schools can claim tax incentives

Guidelines on Tax Exempt Donations

Atty. Joseph Tugonon – VP for Tax Advisory and Compliance Services, Aboitiz Equity Ventures

- To qualify for tax exemptions, companies must meet conditions stated in Section 30 of the National Internal Revenue Code of 1997 (i.e. description of business type)
- Gifts in favor of educational and/or charitable, religious, cultural welfare corporation, institution, accredited non-government organization, trust or philanthropic organization or research institution or organization are exempt from donor's tax
- Donors must issue Notice of Donation on every donation worth at least P500,000 to the Bureau of Internal Revenue within 30 days from receipt of the Certificate of Donation from the donee
- Annual administrative expenses of a private foundation must not exceed 30% of its total expenses during the taxable year

Corporate Social Responsibility



Groupwide CSR Award

Sonny Carpio – EVP and COO, Aboitiz Foundation

- Aboitiz Foundation's Groupwide CSR Awards launched this year which aims to recognize high-performing BUs and encourage CSR officers to excel
- Award categories are: Most Outstanding BU in CSR Budget Approval and Project Closure, Most Outstanding BU in CSR 2.0 Attainment, Most Outstanding BU in CSR Social Impact, and Most Outstanding BU in Communicating CSR
- Will be awarded next year 2017 covering 2016 projects

Project Management Cycle

Danny Cerence – AVP for Operations, Aboitiz Foundation

- Project implementation and documents management have generally improved in 2016
- Discussions are being done if Corporate Services Heads of BUs could be allowed to approve deviations in major CSR line items if within the 20% allowable limit
- Aboitiz Foundation developed its CSR Project Universe that will serve as guide to BUs when planning projects
- Aboitiz Foundation will discuss frequent issues encountered in project documentation, funding, and management with the final decision to be cascaded



CSR practitioners should constantly ask how else can they innovate and create better programs with greater social impact. Businesses must reconnect company success with social progress.

– Maribeth Marasigan, First Vice President and Chief Resource Officer, Pilmico

SBU Scorecards and Accounting Policy Updates

Riza Madrid – Accounting Manager, Aboitiz Foundation

- Out of the 234 million pesos worth of approved projects as of July 2016, CSR projects with 1.0 rating is at 9%, 1.5 at 34 %, and 2.0 at 57%. For 2015, CSR projects with 1.0 rating was at 20%, 1.5 at 64%, and 2.0 at 16% for approved projects amounting to P251 million.
- The accounting side of the project management cycle falls under the three-way matching principle in the purchasing cycle with the added control of matching the actual costs against the approved project proposal:
 - Document: What is shows
 - Project Proposal: What was approved
 - Three-Way Match:
 1. Purchase Order – What was ordered at what cost
 2. Delivery Receipt – What was received
 3. Supplier Invoice – What was billed

Project Documentation Updates

Czarina Markines – Administrative Manager, Aboitiz Foundation

- All documents must undergo soft copy review by Foundation to avoid delays in document processing
- Legal department will provide input in improving project documentation template, which shall be shared groupwide

Project Management System, Monitoring, and Evaluation

Louie Boy De Real – Supervising Project Officer, Aboitiz Foundation

- The CSR Project Management System will have a more user-friendly interface with enhanced features to be rolled out in 2017
- While not all projects need to have social impact yet, measurement should still focus on KPIs of major/flagship projects

EDUCATION

Hedcor scholar is now one of its engineers

Bernalyn Sunien faced financial challenges as a college student but the Bakun, Benguet native overcame this to graduate at the top of her class at St. Louis University's School of Engineering and Architecture.

Today, the once Hedcor scholar is a licensed electrical engineer and part of the company's Electrical Team where she takes full advantage of learning in the company of experts. Bernalyn encourages her fellow Hedcor scholars to give the highest importance to their education as it opens up future possibilities.

Hedcor's commitment to education spans nearly four decades now as it continues its scholarship programs that cover the cost of college education including full tuition, books, and even monthly allowance—all the way until students graduate.



NEW TECH-VOC BUILDING RISES IN SUBANGDAKU. Aboitiz Foundation has turned over a newly constructed three-storey, 10-classroom school building to Subangdaku Tech-Voc High School last June 27. The facility, which also includes seven laboratories, will benefit approximately 530 students this school year. Present were (from left) Anthony Noel, AboitizLand AVP for Engineering; Ernie Manatad, Subangdaku Brgy. Captain; Jonas Cortes, Mandaue City Mayor; Sonny Carpio, Aboitiz Foundation EVP and COO; Zeny Novabos, Metaphil VP and Chief Information Officer; Paula Ruelan, CitySavings Reputation Management Head; Adeline Luarez, Mandaue City School Governance and Operations Division Chief; and Rene Petancio, Subangdaku Tech-Voc High School Principal.

ENTERPRISE DEVELOPMENT

Cooperativism: The PAMULCO success story

Broom making has been a cottage industry of Barangay Paknaan in Mandaue City, Cebu for generations and the primary source of livelihood for its highly skilled residents. The silhig lanot, as it is called locally, are made from buri palm fiber, making them durable and of top quality.

To build a sustainable community of broom makers, they adopted the “cooperativism” mindset, which paved the way for the Paknaan Multipurpose Cooperative (PAMULCO) in June 2005. This, however, did not result in good returns and the coop found itself in financial and organizational crisis.

When new leadership took over in 2010, PAMULCO had only 31 members and Php26,000 capital left. They did not lose heart but moved to turn things around and save their livelihood.

Partnering with Aboitiz Foundation

Because of their very minimal capital and unstable operations, cooperatives like PAMULCO have almost no access to credit sources while commercial lenders’ requirements are near impossible for small organizations to produce.

The solution came when Aboitiz Foundation entered the picture. Through

its Enterprise Development program, PAMULCO received its first loan of Php150,000, which went to improving operations and profitability and gaining financial stability.

As the business continued to grow and expand, so did the loan amounts entrusted to them by the Foundation—as much as Php3 million at zero collateral—allowing them to diversify and put up a consumer store and even lending services.

PAMULCO has also increased knowledge and skills of its members through various capability building trainings from the Cooperative Development Authority. They have been able to develop effective coop management policies in addition to learning livelihood and administrative knowhow. Continuous learning and improvement ensures the continuous success of their cooperative and has led to employment or small businesses for some members.

Continuing success is being true to their vision. Today, PAMULCO has 550 active members



who are part of growing their business and total assets at Php11 million, which they intend to grow to Php15 million by the end of this year. They are able to employ more people to increase production and revenue.

“The secret to our continuous success is by being true to our vision: PAMULCO, a provider of prime commodities, instilling livelihood programs to its members and reliable source of low-cost loans,” affirmed the coop’s chairman, Virgilio M. Aniel.

In all this, it can be concluded that the famous silhig the Paknaanons make and PAMULCO’s success story are both made of very strong fiber: native buri palm for one and tenacious cooperativism for the other.

HEALTH AND WELL-BEING

'Care' is on the way

Aboitiz Foundation EVP and COO Sonny Carpio III (third from left) turned over 200 boxes with 14,000 The Care Package high-energy biscuits to the National Disaster Risk Reduction and Management Council and the Department of Social Welfare and Development. They will be distributed to Ivatans and other Batanes residents as the province reels from the effects of Typhoon Ferdie. In photo are Atty. Kristoffer James Purisima and Demosthenes Santillan of the Office of Civil Defense, Usec. Jalad of the Department of National Defense, Dir. Felino Castro of the Department of Social Welfare and Development, and DJ Sta. Ana, FVP Government Relations of Aboitiz Equity Ventures.



OTHER INTERVENTIONS

Novo Ecijano kids get their surprise in a shoebox

Aboitiz Equity Ventures's Government Relations team, Aboitiz Foundation, and Pilmico teamed up recently to present 950 students from Grades 3, 4, and 5 in Palayan City, Nueva Ecija with the shoeboxes containing school supplies and personal care items. The kids also received backpacks from the Aboitiz Foundation and freshly baked chocolate, caramel, and oatmeal walnut cookies and juice packs from Pilmico.

The gift-giving activity was carried out in support of the Philippine Army Artillery Regiment's Project Shoebox, an ongoing initiative that provides underprivileged students with school supplies and other necessities.

According to Col. Arnulfo "Boyet" Burgos, Jr., Philippine Army Asst. Chief of Staff for Civil Military Operations, G7 Infantry Division, "This giving of school supplies and personal care items inside a shoebox proved to be a humble project, yet one that has a great impact not only to the beneficiaries, but to the community as well. It gave the children hope that they can rise from their poverty if they study hard, and mostly of all, to demonstrate that someone continues to look after their welfare."



'A heART' for the elderly

For the second year of its GoBeyond Communities program 'A heART U Share' art exhibit, UnionBank featured works of artists from Angono, Rizal, the famed "art capital" of the country. The painters' works helped raise funds for Kanlungan ni Maria, a home for abandoned elderly folks in Antipolo City.

Guest of honor at the exhibit's opening was Lola Pina, fondly known to many or "The Amazing Lola Pina" from the popular YouTube video of her sharing jokes. She thanked UnionBankers as well as the artists for their generosity. She also offered an emotional rendition of Filipino classic "Saan Ka Man Naroroon" and, of course, a string of jokes that delighted all those present.

The common theme among the exhibited paintings were of relationships between mother and child, grandparents and grandchildren, and love through the years.



HELP THE KANLUNGAN. Lola Pina (center) surrounded by Angono artists, Fr. Nante Tolentino (far left), UnionBank's risk and compliance manager Kim Unidad (third from left), and UnionBank President and COO Edwin Bautista (standing behind Lola Pina) at the opening of the A heART U Share art exhibit.

La Filipina Group joins the #WeatherWiser movement



A GROWING FORCE. The partnership between WeatherPhilippines and La Filipina Uy Gongco was formalized last July 26 in a ceremony at NAC Tower, Bonifacio Global City by Sabin M. Aboitiz and Alfonso A. Uy, WeatherPhilippines and La Filipina Uy Gongco Chairmen, respectively.



The entry of La Filipina Uy Gongco is seen as a big boost to the Foundation's advocacy of helping create a #WeatherWiser nation and help the Foundation's efforts to develop programs and services that will help agricultural communities in the future.

– **Dave V. Valeriano**, General Manager, WeatherPhilippines Foundation

WeatherPhilippines has enlisted the support of local agricultural group La Filipina Uy Gongco as its newest platinum sponsor. As platinum sponsor, La Filipina Uy Gongco has pledged to donate around PHP35 million over the next 10 years to enable WeatherPhilippines to sustain its operations and knowledge-

sharing initiatives. Aileen Ongkauko, La Filipino Uy Gongco President, will also be joining WeatherPhilippines' Board of Advisors.

Creating a #WeatherWiser nation is WeatherPhilippines' ongoing campaign to optimize weather knowledge for socio-economic growth and sustainable development through

technology, partnerships, and engagements. In 2015, WeatherPhilippines signed a partnership agreement with the Philippine Disaster Resilience Foundation and started operationalizing its agreement with the Department of Education with Weather 101 seminars to its disaster risk reduction and management council members.

On the road to a #WeatherWiser nation

The WeatherPhilippines team has been going around the Philippines to conduct Weather 101 and Tropical Cyclone 101 trainings for greater collaboration with public and private sector organizations to improve disaster risk reduction and preparedness, especially in the most vulnerable areas.



June 7 – Ayala Business Club



July 14 – Pilipinas Shell Foundation



July 25 – DepEd Oriental Mindoro Division
For DepEd teachers, conducted in partnership with CitySavings



August 8 – Department of Energy
Bonifacio Global City, WeatherPhilippines's Mike Padua with DOE Usec. Raul B. Aguilos



September 7 – Department of Labor and Employment



September 8 – Philippine National Police

How DepEd Calapan benefits from 'Weather 101'



NOIDA CASTRO
Education Program
Supervisor in Science,
DepEd Calapan City
Division

What are your division's plans on disaster risk reduction?

The Curriculum Division monitors the integration of the all concepts we learned from the Weather 101 training. In cooperation with the DRRM coordinator, we will oversee the application of weather theories into our disaster risk mitigation plans.



LEONARD DIPASUPIL
DRRM Coordinator,
DepEd Calapan City
Division

How is your division optimizing your newly sharpened weather knowledge?

The Weather 101 training empowers us to use our weather knowledge for weekly planning, field monitoring, and the issuance of advisories, especially this habagat season.

We also gained a better understanding of the forecasts from WeatherPhilippines and PAGASA. This helps us ensure the safety of our learners, ICT equipment, learning materials, and the other vital documents of our schools.

We also constantly monitor the conditions in our flood-prone schools and compare our observations with the area's actual weather information via weather.com.ph.



SHARING LGU PERSPECTIVES. Vice President Leni Robredo was the plenary speaker on Day 2 of the 'DevTalks' forum. With her onstage are (from left) Cebu Vice Governor Agnes Magpale, Cebu Governor Hilario Davide III, RAFI President Roberto Aboitiz, and RAFI Triennial Awards finalist Congressman Lawrence Lemuel Fortun of Butuan City and Las Nieves.

RAFI gathers NGOs and LGUs for 'DevTalks'

Last August 22 and 23, the Cebu Provincial Government and Ramon Aboitiz Foundation (RAFI) led a two-day social development forum dubbed 'DevTalks' to promote inclusive growth in Cebu.

RAFI Chief Operating Officer Dominica Chua described the forum as a "convergence of development and empowered voices". Discussions included relevant information, trends, and innovation in community development.

The event was also a venue for sharing

best practices among local government units (LGUs) and civil society.

Guest speaker Vice President Leni Robredo spoke of how her husband, the late DILG Secretary Jesse Robredo and once mayor of Naga City, tapped citizens' support in helping make their local government work for them.

Former finance secretary Jesus Estanislao, currently with Institute for Solidarity in Asia, talked about the performance-based governance system, at how the municipal

and provincial governments each play important roles in improving basic services. RAFI also shared its scorecards for the Our Cebu Program to help the provincial government gauge LGU performance towards the goal of making Cebu an ideal place to live, visit, and do business.

Organized in collaboration with the Central Visayas Network of NGOs (CenVisNet), 'DevTalks' featured top performing Cebu LGUs in the Our Cebu Program, RAFI Triennial Awards honorees, and other members of CenVisNet.

Spreading goodwill to street families

As part of the RAFI's 50th anniversary activities, the Dolores Aboitiz Children's Fund (DACF) and the Aboitiz Family Office (AFO) distributed gifts to 200 homeless street families in four Cebu City barangays last June.

Each Thursday that month, 50 families—identified in coordination with the City Social Welfare Services—received gift packs of groceries, home needs, and treats for kids.

One theme resonated throughout the project: receiving food meant a great deal for the mothers of these families.

Lilibeth Quiñones of Brgy. Mabolo shared that the groceries will enable her children to enjoy good food for at least a few days.

"I'm very grateful for the gift, especially now that we don't have rice anymore for the family," said Tinago's Mary Jane Ravanes, a laundrywoman.

"This is a blessing to us. We're thankful because the gift will surely help us get by for a few days," said 32-year-old Ammerine Pace.

"[RAFI family] has been serving Cebuanos and even the community. We Cebuanos are lucky to have the Sto. Niño and that we have generous people like the Aboitiz family," said Barangay Sto. Niño Councilor Anielito Lao during a short program at their community last June 9. Gift giving activities also followed in Barangays Mabolo, T. Padilla, and Mambaling.



SERVING THE BARANGAYS. RAFI team members distribute gift packs to street families in Cebu City's barangays as part of the foundation's 50th year activities.

RAFI-KAC holds free seminars on organizational development



KNOWLEDGE SHARING. RAFI-KAC facilitators start the seminar with an orientation on the organization and community development clinic.

Another activity coinciding with RAFI's golden anniversary was a series of free learning sessions for the public facilitated by Kool Adventure Camp. Topics presented aimed to enhance the participants' personal and organizational capability in achieving development goals.

The seminars drew over 300 attendees who gained insight on topics such as Organizational Development, Basic Management Control Systems and Tools, Coalition and Institution Building 101, Recognition and Awards Development & Management, Introduction to Enterprise Risk Management, Community Organizing, and Basic People Management, to name a few.

RAFI-EADSC hosts international workshop on water management

The International Workshop on Water Tariffs, Water Governance, and Integrated Water Resources Management (IWRM) was held from August 10 to 12 at the Ramon Aboitiz Foundation, Inc. – Eduardo Aboitiz Development Studies Center (RAFI-EADSC).

Presented by the United Nations Educational, Scientific, and Cultural Organisation (UNESCO), Mega Cebu, and other local partners, the workshop brought together local and international resource persons for a discussion of important water-related issues under various domestic contexts. Local speakers representing Cebu, Manila, Davao, and Zamboanga shared their approaches in water resources management.

Participants to the workshop included the Metro Cebu Development and Coordinating Board, national government and regional line agencies, water districts in and around Cebu, local government units, universities, the private sector, and NGOs. They shared in-depth discussions on issues such as water pricing and tariffs, challenges of water



WATER IS EVERYONE'S CONCERN. RAFI President Roberto Aboitiz (standing, 7th from left) with participants of the International Workshop on Water Tariffs, Water Governance, and Integrated Water Resources Management. He holds the bugsay or paddle that was signed by participants in their commitment to responsible water management.

governance, IWRM for sustainability, and climate change, afterwards proposing multi-pronged solutions to address the challenges.

UNESCO Jakarta also expressed support for Mega Cebu as it continues to bring together various stakeholders to find solutions to overcome the water problem. The UNESCO–

Mega Cebu partnership is seen to be a future reference for other city–regions in Asia. This timely partnership follows the El Niño dry spell experienced this year and flooding in Cebu, a situation aggravated by climate change and increasing water demand due to rapid urbanization.

Sowing SEED among Cebu's public schools



SEED IDEAS. DepEd-7 Director Dr. Juliet Jeruta discusses the agency's role in the SEED Award.

RAFI has launched a new annual, evidence-based awards program for outstanding public elementary and high schools in Cebu. SEED, or Seal of Excellence in Education Development, aims to assess school performance, broaden community involvement in evaluation and improvement of schools, engage the school community in promoting effective school governance, and share best school practices.

Using a set of guidelines, school performance will be reviewed by three key representatives of the school community — the school head, the Parents–Teachers Association president, and the barangay captain.

The award was developed to deepen RAFI's involvement in the organization of School Governance Councils (SGCs) across Cebu, which draws from one of the Department of Education's Basic Education Sector Reform Agenda. The foundation, through its Education Development Unit, has since engaged 10 LGUs in Cebu in the project.

The SEED award also aligns with RAFI's vision of "Touching People, Shaping the Future" and its brand promise of "elevating lives through a comprehensive approach that champions best practices in community development".

Sustainability SUSTAINABILITY AWARD



Team members reduce carbon footprint by 31 tons in six weeks

SUSTAINABILITY MINDSET BROUGHT DOWN TO TEAM MEMBER LEVEL. Team members from corporate centers in Taguig and Cebu participated in the carbon cleanse program 'Aboitiz No Impact Challenge' resulting to a total reduction of 31 tons in carbon emission equivalent (CO₂e). Launched as an interdepartmental competition, 59 teams joined in the six-week challenge as they undertake goals like eating green, conserving water, unplugging electrical gadgets and appliances, traveling smartly, shopping wisely, and wasting less. AEV Taguig's Team 04 emerged as the overall winner besting the 58 other teams by accomplishing 93% of the goals for a total carbon reduction of 1.6 tons CO₂e. Watch the video at aboitizeyes.aboitiz.com to know more about the Aboitiz No Impact Challenge.

Final Result of the Aboitiz No Impact Challenge

Highest Percentage of Completed Goals

Champion: AEV Team 04 (Security, Admin., Acctg., Manila)

1st Runner-up: AEV Team 13 (TSG, Admin., Acctg., Cebu)

2nd Runner-up: Team SNAP

Highest CO₂e Reduction per Capita

Champion: AEV Team 04 (Security, Admin., Acctg., Manila)

1st Runner-up: Team SNAP

2nd Runner-up: AP Team 14 (AP DU Accounting 1)



Team SNAP



AEV Team 13 (TSG, Admin, and Accounting Cebu)



AEV Team 13 (TSG, Admin, Accounting, Cebu)

Republic Cement's 4 ways to stand up for sustainability

Republic's commitment to Sustainability is enshrined in one of its values, Respect for the environment and for communities. It is embodied in its policies, ensuring that these are truly felt and demonstrated in the daily lives of all its team members, forming its collective ethos as a Group. Sustainability Initiatives are reported in

the CSR & Sustainability Plan 2020, which was developed and enriched by select representatives from all employee ranks and are encapsulated in "iSTAND4".

The four pillars of iSTAND4 express Republic's commitment to the environment and to socio-economic development, ensuring that such are

embedded in all its initiatives for its People and Communities, that Climate Change Mitigation actions are in place in all its manufacturing sites, that everyone in the organization practices Environmental Responsibility and that its Blue Innovation initiatives actually redound to the common good.

Four Pillars of our Sustainability Leadership



PEOPLE AND COMMUNITIES

- Ethics and Compliance
- Health and Safety
- Training and People Development
- Disaster Preparedness and Emergency Response
- Affordable Housing
- Stakeholder Engagement
- Community Organization and Development



CLIMATE CHANGE MITIGATION

- Reduce specific net CO₂ emissions by 20% versus 2010 level by 2020
- Reduce clinker in our cement
- Improve fuel mix by Sustaining the alternative fuel program
- Improve power and heat efficiency
- Reforestation



ENVIRONMENTAL RESPONSIBILITY

- Particulate Matter
- Fugitive Dust
- Housekeeping
- Biodiversity
- Water Conservation



BLUE INNOVATION

- Discover and promote new, ecologically-sound solutions, processes and products

UnionBankers unveil sustainability at the 2016 Maximus Awards

Sustainability at UnionBank is in full swing after it was unveiled at the RM Maximus Awards, the event for the company's performing relationship managers (RMs). The launch was spearheaded by the Culture Conversations (C2) Sustainability Team.

UnionBank Sustainability is all about Elevating Communities through Smart

Banking. Guided by the four pillars of People, Planet, Progress and Partnership, the Bank aims to Make Da Diff by providing opportunities and solutions in line with these pillars.

A video showcasing how UnionBank defines and promotes sustainability was shown. Then followed by a call for action from Treasurer and CFO Bobby Reyes for RMs' sustainability pledges

supporting the Bank's sustainability pillars. President and COO Edwin Bautista and SEVP of Retail and Corporate Banking Eugene Acevedo both led the crowd to this commitment by being the first two to write and post their sustainability pledges for all to see. The RMs then followed suit and posted their pledges on the UnionBank Sustainability Pledge Wall.

A-PARK UPDATES



Team members plant 76,500 seedlings



“ Nature is able to provide for itself round the clock but our role is to learn and understand it in such a way that we can help it to thrive anywhere. This widens our perspective in regard to our collective contribution to save our planet through our sustainability programs and initiatives.

- Erramon I. Aboitiz,
Aboitiz Group President and CEO

Last July 16, team members across the country joined the annual groupwide simultaneous tree planting. Everyone's effort will contribute to the achieving our goal of planting 9 million trees by 2020.



76,492
seedlings planted



2,649
volunteers



21
tree planting
sites



A-PARK UPDATES

Davao Light regreens 500 hectares in Marilog

Davao Light team members adopted a 500-hectare logged-over site at Upper Kibalang, Marilog District.

To date, a total of 46,000 seedlings have been planted in the area since 2011. The adopted site was granted by the Department of Environment and Natural Resources (DENR), making Davao Light as the first private entity to adopt a community-based forest management area in the country.

Davao Light Community Relations Manager Fermin Edillon also expressed that the regreening activity is the company's contribution to the Billion Tree Campaign of the United Nations Environment Program. The tree planting also serves as a yearly fellowship event between the Davao Light team members and the residents of its partner community, Upper Kibalang.



UNITED FOR A GREEN CAUSE. Team members from Davao Light together with its partner-volunteers from various organizations are united in one cause to fight against climate change by participating in the Aboitiz annual tree planting at Upper Kibalang, Marilog District, Davao City. To date, a total of 46,000 seedlings were already planted at the adopted site.

“ We are very grateful of the support and commitment from our volunteers in spite of the two-kilometer hike going to the planting site under the scorching heat of the sun. The seedlings that we planted surely will bring a better future for the next generation.

– **Arturo Milan, EVP and COO, Davao Light**



HANDOVER OF SEEDLINGS TO PARTNERS. Davao Light in partnership with the INCOME Credit Cooperatives turned over 2,100 cacao seedlings to Upper Kibalang Agro Forestry Association (UKAFA). UKAFA is Davao Light's partner in Upper Kibalang that helps ensure the survival of the planted seedlings. (L-R): Community Relations Manager Fermin Edillon, INCOME Credit Cooperatives General Manager Eduardo Tan, UKAFA President Emiliano Payusan, UKAFA Chairman of the Board Emeliano Payotes, Pilimco National Logistics Manager Jokim Aboitiz, DENR Region XI representative Efren Amaleja, Davao Light EVP and COO Arturo M. Milan, City ENRO Head Engr. Elisa P. Madrazo and Acting Manager of Bangko Sentral ng Pilipinas Lorna M. Salandanan.

Republic Cement team members green the coast

Mangroves started to catch the public's attention when typhoon Sendong ravaged Iligan City in December 2011. Nearby Bayug Island, which was flattened by the typhoon, could have been better protected by the mangroves that used to line the coast facing the sea like a protective mantle.

Learning from the havoc that the typhoon caused, the barangay council of Hinaplanon, where Bayug Island is located, began working with different sectors of their community to restore and rehabilitate the mangrove forest. Mangroves protect coastal areas from big waves as their roots grow from branches and go deep into the water. These roots are multi taskers, trapping garbage and keeping these from reaching the sea while also serving as a nesting place and breeding ground for fish and other aquatic animals.

In celebration of World Environment Day last June 5, Republic Cement Iligan, Inc., contributed 10,000 red mangrove propagules which were planted by its employees and representatives of different sectors to sustain the Mangrove Reforestation Program of the government.

In Cebu, another community has also learned the environmental importance of mangroves. In observance of Arbor Day, employees of Republic's Danao Plant joined their fellow Cebuanos in planting red mangrove propagules in Barangay Dancar, Danao City. Arbor Day is celebrated every last Friday of June to provide communities with opportunities to plant trees. The activity was done in partnership with the Danao City Environment and Natural Resources Office.

Republic Cement is proud of its Iligan and Danao Teams and all the Iliganons and Cebuanos who are working together to rebuild the mangroves at Bayug Island and Barangay Dancar. A big shout out to the Republic eco warriors!



PLANTING THE SEED OF ENVIRONMENTALISM AMONG YOUNG TEAM MEMBERS. Cadet Engineer Jeffrey Orayan shows his support for Republic's sustainability advocacy by planting mangrove trees.



Danao Plant joined the mangrove planting activity in Sitio Dancar to celebrate Arbor Day 2016.



Volunteers bend low to plant the red mangrove propagules that will soon provide protective cover for the island.



Packhouse Operator Roger Alejandrino carefully planting the red mangrove propagules to make sure its roots are firmly embedded in the sand.

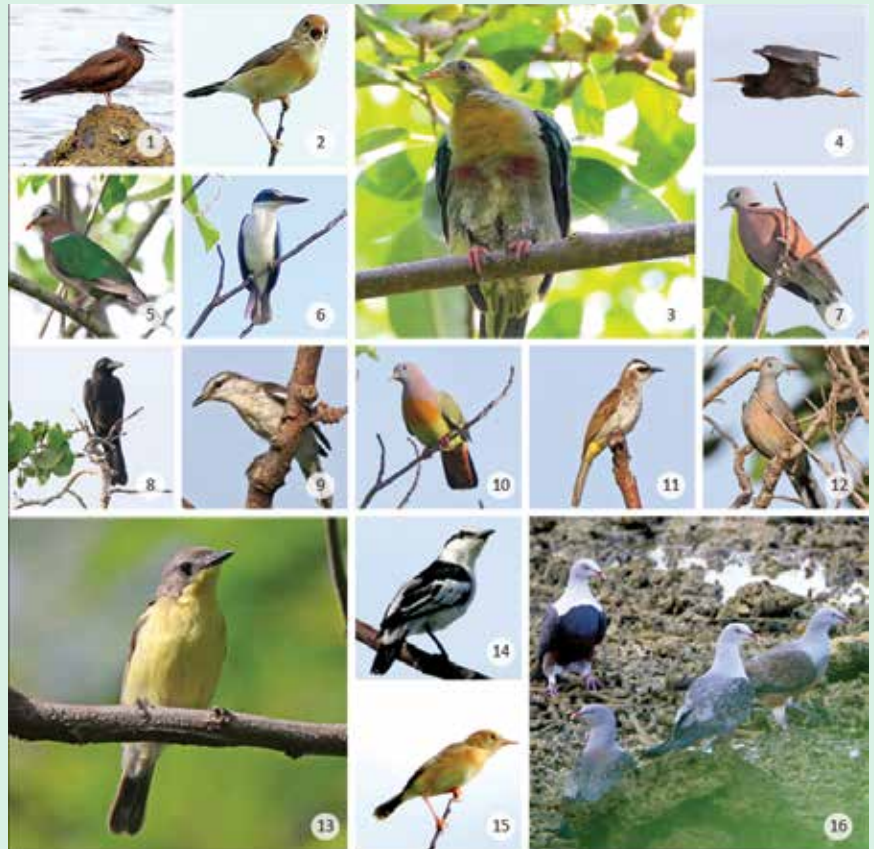


Danao Environment Officer Brenda Enriquez carefully tends to the red mangrove propagules to ensure that they flourish once planted.

CLEANERGY PARK UPDATES

Rare birds sighted

The Davao Wildlife Bird Photographers spotted 36 bird species, some identified as endangered, at the Aboitiz Cleanergy Park. These include the endangered Spotted Imperial Pigeon (*Ducula Carola*), said to be endemic or native to the Philippines, and the Brown Noddy (*Anos Stolidus*), which has never been spotted in Davao City before. Experts observed that the birds are attracted to the Park's rich vegetation and safe environs.



HAPPY DISCOVERY OF RARE BIRDS. 1-Brown Noddy, 2-Golden Headed Cisticola, 3-Yellow Breasted Fruit Dove, 4-Pacific Reef Heron, 5-Common Emerald Dove, 6-White Collared Kingfisher, 7-Red Turtle Dove, 8-Large-billed Crow, 9-Pied Triller, 10-Pink-necked green Pigeon, 11-Yellow-vented Bulbul, 12-Zebra Dove, 13-Golden-bellied Gerygone, 14-Pied Triller, 15-Golden Headed Cisticola, 16-Imperial Pigeon. (Photography by **Brenda Milan, Peter Simpson** and **Tomas Jose Inigo**)

VOLUNTEERS CONDUCT NATIONAL CLEAN UP DAY AT THE ABOITIZ CLEANERGY PARK. We thank the 140 Kaibigan volunteers who participated in the National Clean Up Day held in partnership with the local government of Davao City. The volunteer-led activity was also part of the city's road beautification project, which starts from Felis Beach Resort to the Park. A record 12,000 volunteers citywide joined that day, exceeding the target of 10,000.



Thank you for joining Aboitiz TRI2016



ALL FOR ONE. They wear the colors of various Aboitiz BUs but the spirit of athleticism binds these team members.

A total of 59 team members from across the Aboitiz Group championed a healthy and active lifestyle by participating in the annual Aboitiz TRI2016 held at Pico de Loro Beach and Country Club, Nasugbu, Batangas on September 3.

Exemplifying teamwork through sports, SN AboitizPower's Tri Team 2 led the Aboitiz Group participants by bagging the championship title in the relay all-female category.

Now on its third year, the annual swim-bike-run event drew 477 triathletes.



Every year, our athletes continue to raise the level of competition with the same spirit of sportsmanship through every challenge. Through Aboitiz TRI2016, we promote a healthy and sustainable lifestyle which is an integral part of our BetterWorld mindset.

- Txabi Aboitiz, AEV Chief Human Resources Officer



FAMILY SUPPORT. The Fifth Gen came out in full force to cheer on Carlos and Dudes Aboitiz.



TOP OF THE HEAP. AEV Chief HR Officer awards the top prizes for the Male 50-54 category in which PETNET CEO Larry Ocampo came in First Place. Stephen Groff, VP Operations at Asian Development Bank, and veteran cyclist and triathlete Gianluca Guidicelli took Second and Third Place, respectively.



Aboitiz TRI2016 Winners

Men's Category

- **1st place** – Ben Regan (Fitness First Team)
- **2nd place** – Neil Adrian Aynera (One Triathlon Team)
- **3rd place** – Mervin Rencel Santiago (Sante Barley Tri Team)

Women's Category

- **1st place** – Ani De Leon Brown (ActiveHealth)
- **2nd place** – Maria Daniel Infantado (One Triathlon Team)
- **3rd place** – Celma Hitalia (Century Tri Hard)

Age Group Winners

18-24

- Alexandra Faith Garcia
- Alfiero Zyro Manzanilla

Female 45-above

- Geraldine Abuan

25-29

- Kriska Sto. Domingo
- Eugene Garcia

Male 45-49

- Peter Gonzalez

30-34

- Katelyn Kearney
- Benjie Zapant

Male 50-54

- Lorenzo Ocampo

35-39

- Nina Beltran
- Joseph Miller

Male 55-above

- Cyril Rocke

40-44

- Franchesca Carpo
- Noel Salvado

Relay

- Team Ciclo (all-male)
- SN AboitizPower TRI Team 2 (all-female)
- Team Ellis (mixed)

Davao Light dominates in the first inter-Aboitiz bowling tourney

Davao Light bagged the championship, as well as the top three places, in the first Inter-Aboitiz Bowling Tournament in Mindanao that culminated last August 31. Themed “1 Team, 1 Aboitiz”, the tourney aims to provide a holistic development and enrich camaraderie among team members.

The bowling tournament, which 100 team members joined, concluded with Davao Light team 1 emerging as the overall champion followed by Davao Light teams 4, 2, and 5 as the first runner up, second runner up, and 3rd runner up, respectively.

Seven business units in Mindanao participated in this pioneering team member-oriented event. These are: Davao Light, Hedcor, UnionBank, Therma Marine, Therma South, Apo Agua, and the AboitizPower Distribution Unit (AP DU).



DESTINED FOR #1. The tourney's best bowlers came from Davao Light Team 1. Standing with Davao Light EVP and COO Art Milan are (from left) Rommel Calledo, Eli Lugatiman, Virgo Calida, and Jay Cesar Ocubillo. In front are Diosdado Gonzales and Anna Liza Quilos.

“Sports is important as it helps make better employees. To us Aboitiz companies in Mindanao, we wanted to extend the good relationships we have within the organization to our sister companies. Yes, we work hard, but at the same time, we play hard. May the best Aboitiz company win.

– **Art Milan, Davao Light EVP and COO**



Davao Light team 4 is First Runner Up



Davao Light team 2 is Second Runner Up



Davao Light team 5 is Third Runner Up



INFRASTRUCTURE IN VERY SIMPLE TERMS

Notes by Endika Aboitiz

The single most important factor that made the US of A the US of A is this map.

There are a half a dozen reasons more of course. People looking for *liberté, égalité, fraternité*. Well they were looking for this in Latin America as well. Those that left Europe for the new world tossed a coin where to go, so to speak—to Buenos Aires or to Massachusetts. Mental midgets went everywhere and not only to Latin America. The geography made the difference.

This natural cheap water, communications freeways, highways, road-to-market ways made all the difference in the world. It made trade easier. It allowed the dreams of *égalité* and *liberté* and *fraternité* to be achieved. It allowed people to penetrate the frontier.

It was natural capital. It was the right kind of inherited natural wealth. The kind that builds. Oil destroys. Then came the railroads that could be financed because there was a market growing. The government did not have to run deficits to build these trading, developmental et. al. highways. They were there.

Africa did not have it—where are they?

Latin American does not have it—look where they are.

With that river system came plains to plant.

Then man comes in with railways and the rest is history.

In that one photo we see what we need to do for the Philippines to be a trillion dollar economy by 2030 or earlier—let the private sector build infrastructure starting with the



end of Manila Traffic.

Just the building of two connector roads, Cavite-Laguna Express, the Laguna Lakeshore drive continuing all around, and the Cs, we have a great start. Then come, simultaneously, the elevated mass transit systems—MRTs. And, of course, the overpasses, widening of roads and so forth.

PUT PRESSURE ON EVERYONE YOU KNOW TO PRESS THE ADMINISTRATION.

That is Metro Manila. Then comes Cebu, which needs a third bridge and a mass transit system.

THE OTHER INFRASTRUCTURE SYSTEM WE NEED IS DIGITAL—A FAST INTERNET SYSTEM. Watch Apple's WWDC video of Tim Cook on YouTube and get an idea of the future. Those private and public actors that hold us back from this wonderful world of Siri, Waze, Maps, etc. are saboteurs. They are productivity drivers. They are life enhancement drivers.

They save us our two most precious assets – Time and Energy!

LET'S FOCUS ON JUST THE ABOVE TO

START AND NOT WORRY ABOUT ISLANDS IN THE SOUTH CHINA SEA THAT HAVE OIL THAT WILL BE WORTHLESS BY THE TIME WE ARE A TRILLION DOLLAR ECONOMY.

LET'S FOCUS ON MORE AND BETTER JOBS THROUGH THE EXPANSION OF TOURISM, MANUFACTURING, AND AGRICULTURE.

LET'S FOCUS ON ADAPTATION TO CHANGE THAT IS NECESSARY IN THE INFORMATION AND COMMUNICATION TECHNOLOGY INDUSTRY – ARTIFICIAL

INTELLIGENCE AND APPS ARE A VERY REAL THREAT TO OUR NUMBER TWO, SOON TO BE NUMBER ONE, ECONOMIC PILLAR.

We think we have an abundance of natural resources. Well, we do not. We do not have the fertility that the plains and the Mekong give. We do not have oil. We do not have large rivers. We are an island nation. Well, let me tell you: We do not need those natural resources because we have a people that speak decent English. We have a people that are decently educated across gender. We are a people that is naturally friendly, open minded, creative, and service oriented. Japan has no natural resources. Natural resources make you lazy.

Now to maximize the talent of our 100 million Filipinos, we need physical and digital infrastructure to be a trillion dollar economy by 2030 or early.

GUESS WHAT WE LOSE BY 2030 WHEN WE HAVE A TRILLION DOLLAR ECONOMY – POVERTY!

GUESS WHAT HAPPENS WHEN YOU LOSE POVERTY – YOU DECHRISTIANIZE!!

THE REACTION OF OUR ADVERSARIES ARE WE PARTLY THE REASON?

Notes by Endika Aboitiz



This year is the 15th Anniversary of 9/11.

Two billion people in the world watched the Twin Towers at Lower Manhattan devastated by an attack by commandeered aircraft. The natural reaction of the world was of awe, disgust, anger, et al. Anti-Muslim feelings arose unfairly and in exaggeration. A small handful of fundamentals were responsible for the attack. One can argue that those that help them are equally responsible. Now surely we cannot all think that all two billion Muslims in the world share these feelings.

What about the responsibility of the Christians? The cruel acts by Muslims in this century are minuscule compared to the barbarism of Christians throughout history. Let us remember the Crusades when Christians invaded for centuries a land that was not theirs, the ransacking of Latin America by the Spaniards, the massacres of Indians by the Americans, the Opium trade of the British in India and the 100 million deaths that the Germans are responsible for over WW2. The holocaust's cruelty just a few years before many of us were born. When it comes to cruelty the Muslims are amateurs and light-weights. Christians take the Gold Prize. The Spanish did it in the name of Jesus Christ and gold, the British to balance their trade deficits, the Americans to expand their holdings and the Germans to purify the world with beautiful blonde women.

Then comes the fall of the Ottoman Empire and what does the West do? Divide



What is the reaction post 9/11? Invade. Invade at an enormous cost to the US economy

politically what had found a religious and commercial balance naturally. Why? To treat the Middle East purely as a resource and not to help them rise economically and become part of the world. What did the Americans do after WW2? Their priority was to rebuild Europe, Germany in particular, to prevent the Russians from moving into Europe as they did with Japan. And, this was probably the right move but they did so ignoring the Middle East and ignoring their own energy policy of self-sufficiency.

So what is a society that does not participate in the peacetime growth dividend do? Its back is against wall. This is not, of course, a justification of violence but rather an attempt to understand the situation so we can solve it because it is to our interest to solve it. What is the reaction post 9/11? Invade. Invade at an enormous cost to the US economy, which is still the economic and technological driver of the world. And, all with borrowed money.

Here comes 2008 and the entire world heads toward its present macro economic situation. One of large and increased debt

across all major economies. One of the large unsustainable deficits across those same major economies. Economic weakness is opportunity for our adversaries, hence, the Paris attacks to weaken by fear the economic atmosphere.

So is it all the fault of the fundamentals or did the rest press them into that corner?

The wall falls in Berlin. The USSR implodes and breaks up. What does NATO do? Try to move their missiles closer to the USSR pushing them into a corner in their time of weakness. Out of those ashes rises a Putin with the support of the Russian people. Again instead of helping build the Russian economy, the Americans push closer into Russia. Does it matter if the missiles are a couple of hundred kilometers closer to Russia and arrive there a few seconds ahead of time were that the case?

So perhaps the Twin Tower Monument and Museum should be there to remind us not only of the 3,000 victims but also of the stupidity of pushing your adversaries into a corner if you are not prepared to annihilate them.

Aboitiz Service Awardees 2016 (Manila)

**30
Years**

Gedeon Gavan

Through all his achievements, Gedeon is known best as the dependable resident charmer of the Power group.



Sabin Aboitiz

**30
Years**

Known for his relentless energy, SMA's "secret sauce" is a bottom-up approach that builds meaningful relationships.



**35
Years**

Susan Valdez

Time and again, SVV has shown that hard work and an uncompromising drive for excellence are key elements to delivering results beyond expectations.



**40
Years**

Ernest Villareal

His unquestioned loyalty and commitment to the Aboitiz Group has made him a legend and valued mentor among its leaders.



Aboitiz Service Awardees 2016 (Manila)



Aboitiz Service Awardees 2016 (Cebu)



People

Retirement



Jose Venancio Batiquin
President and COO
AboitizPower Oil
Business Unit

After 41 years of continuous and dedicated service, Jovy retired from the Aboitiz Group effective August 31, 2016.

Jovy graduated from college as an Aboitiz scholar in 1975. He first joined Aboitiz as a financial analyst in the Aboitiz Engineering Services Corporation. He quickly rose from the ranks and built his career as a homegrown leader in the Group. He took on various managerial roles in finance and accounting functions in the shipping business, and became AVP for Finance in Aboitiz Air Transport. In 1993, he moved to the Hedcor as VP for Finance, and later became the Chief Financial Officer. In 2004, he ventured into operations and became the EVP and COO of the Oil Business Unit. Jovy took on the leadership of Therna Mobile, Therna Marine, EAUC, and CPPC, enabling these companies to provide AP Generation the additional power supply boost. Jovy received the Don Ramon Aboitiz Award of Excellence (DRAAE) in 2003.

Promotions



Danel C. Aboitiz
President and COO
AboitizPower Oil
Business Unit

Danel is promoted to President and COO of AboitizPower Oil Business Unit (BU) effective Sep. 1, 2016. He will be reporting to Manny Rubio, EVP and COO of AboitizPower Generation Business Group. Danel is now responsible for the management of Therna Marine Inc. (TMI), Therna Mobile Inc. (TMO), East Asia Utilities Corp. (EAUC), and Cebu Private Power Corp. (CPPC).

Danel was recently promoted to Executive Vice President of the Oil BU in March 1, 2016 where he advanced its mission, vision, values, cost control, profitability, quality, safety, people development, risk management, and brand. He was the VP for Corporate Services of AP Renewables Inc. (APRI). He gained diverse experiences in Energy Sales, Market Risk, Energy Trading, Power Plant Rehab, Business Systems Management, Project Development,

Human Resources, Controllership, and Corporate Services from APRI in 2009, AP Corp. in 2009, SNAP in 2010 and back to APRI in 2011.

New Hires



Alberto A. Ignacio, Jr.
EVP & COO
ACGI

Alberto A. Ignacio, Jr. joins the Aboitiz Construction Group as interim Executive Vice President and Chief Operating Officer in preparation for the retirement of ACGI President Nap Pe at the end of 2016.

With three decades of expertise in design, construction, and project management, Albert has built a career around senior and critical management roles in First Balfour, Jaka Investments Corporation, Laguna Property Holdings, and Jebson & Jessen Singapore.



Jojo Guingao
FVP Digital
Management
AEV

Jojo joins AEV as FVP for Digital Management reporting to Sabin M. Aboitiz, EVP and COO, effective Jul. 18, 2016. He leads the digital transformation of the Aboitiz Group working closely with the CEOs and COOs of the business units, and the IT Team.

Jojo is a senior technology executive who has led and managed innovative technological solutions for various leading global companies. He honed his digital innovation expertise in Silicon Valley. Prior to AEV, he was the VP for Customer Success of Navagis Inc., a Google enterprise partner. He holds a Bachelor of Science degree in Electronic and Communication Engineering from the Mapua Institute of Technology. He took his master's degree in Business Administration at the California State University.



David Jude L. Sta. Ana
FVP Government
Relations
AEV

DJ joins AEV as FVP for Government Relations, reporting to Sabin M. Aboitiz, EVP and COO, effective September 1, 2016. DJ acts as a strategic partner of the different SBUs in creating

structured and targeted initiatives as well as fostering mutually beneficial relationships among government institutions, agencies and Aboitiz business units.

He brings with him a wealth of professional experience in journalism, corporate communication and operations. He was the head of News Operations of TV5 Network, Inc. where he successfully centralized news gathering operations and strengthened the business news capability of Bloomberg TV Philippines on Signal TV. He holds a Bachelor's Degree in Journalism from the University of the Philippines, Diliman.



Alex Coo
VP Corporate Services
AboitizPower Oil
Business Unit

Alex joins the AboitizPower Oil Business Unit as VP for Corporate Services, reporting to Danel C. Aboitiz, President and COO, effective Sep. 12, 2016. He handles Corporate Planning, Reputation, Branding, Business Process Management, Corporate Social Responsibility, Compliance, Security, Information Technology, and Administration. Alex worked at Linde Philippines Inc., Linde Philippines (South) Inc., BOC Gases Pte Limited, Consolidated Industrial Gases, Inc., and Cathay Metal Corporation. Alex holds a Bachelor of Science degree in Chemical Engineering from the University of Santo Tomas. He completed MBA units from the De La Salle University.



Jeffrey Ray E. Cape
Digital
Communication
Manager
AEV

Jeff reports to Jojo Guingao, FVP for Digital Management, effective Sep. 15, 2016. He handles the strategic planning, management, and development of the corporate website and digital media channels. He was Head of Digital Campaigns of Media5 Marketing, and Senior Account Manager for Movent Inc. and Tribal DDS PH. Jeff holds a bachelor's degree in Communication from Ateneo de Manila University.

People



Patricia-Carmelita Montero
Special Accounts
Manager, Energy Sales
– Luzon
AP

Trisha returns to AP as Special Accounts Manager, reporting to Anne Jimenez, AVP, Energy Sales, Premier Accounts. She is responsible for the marketing of power supply and ancillary services to strategic partners. She held sales and marketing positions at SM Supermalls, BDO Universal Bank, and Citibank. Trisha holds a Bachelor of Science degree in Management minor in Marketing from Ateneo De Manila University.



Vincent Paul Hidalgo
Account Officer,
Energy Sales – South
Luzon
AP

Enteng reports to Jerry Padilla, Area Manager, Energy Sales, South Luzon. He promotes and generates sales through portfolio of accounts within assigned area and establishes long-term relationships with customers. He worked at Camarines Sur II Electric Cooperative. He holds a Bachelor of Science degree in Computer Science from Ateneo De Naga University.



John Lester Catipan
Account Officer,
Energy Sales – Luzon
AP

Lester reports to Carlo Morales, Area Manager, North Luzon. He is responsible for revenue generation from customers and segments in the assigned area. He worked at Linde Philippines, Inc., Zuellig Pharma Corporation, and Isopharma Inc. Lester holds a Bachelor's degree in Applied Economics, major in Marketing from Batangas State University.



Jan Vincent Paredes
Account Officer of
Energy Sales – Luzon
AP

Vince reports to Cathy Pasilaban, Area Manager. He is responsible for revenue generation from customers and segments in the assigned area. He worked at Monde Nissin Corporation, Petron Corporation, and Monster Energy. Vince holds a Bachelor of Science

degree in Marketing Management from De La Salle University.



Kenneth Dangazo
Account Officer,
Energy Sales – South
Luzon
AP

Kenneth reports to Jerry Padilla, Area Manager, South Luzon. He is responsible for revenue generation from customers and segments in the assigned area. He worked at Zuellig Pharma Phils. Kennet holds a Bachelor of Science degree in Agricultural Engineering from Xavier University, Ateneo de Cagayan and is also a licensed Agricultural Engineer.



Eduard Ybarbia
Account Officer of
Energy Sales, Luzon
AP

Eduard reports to Cathy Pasilaban, Area Manager, Luzon. He is responsible for revenue generation from customers and segments in the assigned area. He worked at Philippine Integrated Energy Solutions, Inc., Ayala Property Management Corporation, and Medicotek Incorporated. Eduard holds a Bachelor of Science degree in Mechanical Engineering and a master's degree in Technology Management from University of the Philippines Diliman. He is currently completing his master's in Business Administration at the Ateneo Graduate School of Business.



Camille Manrique
Technical Services
Engineer
AdventEnergy

Amie reports to Gerald Malit, Technical Services Manager. She provides technical data and analysis by conducting on-site technical assessments such as thermal scanning, and power quality and vibration analysis. She also helps the team in developing other technical services to better serve its customers. Amie holds a Bachelor's degree in Electrical Engineering from Adamson University and is a Registered Electrical Engineer.



Leah Grace Palma
Revenue Accountant
AdventEnergy

Leah reports to Jael Paleleo, Accounting Supervisor. She ensures accurate and appropriate recording of revenue entries and updates accounts receivable and customer files. She holds a Bachelor of Science degree in Accountancy from Saint Louis University and is also a Certified Public Accountant.



Raymund Edward Polito
Trader
AP

Mon reports to Jayson Jamandra, Trading Manager. He is responsible for bidding the electricity output of the generating plants to the Wholesale Electricity Spot Market (WESM). Mon holds a Bachelor of Science degree in Mechanical Engineering from De La Salle University and is a licensed Mechanical Engineer.



Raynaldo Acosta
Trading Analyst
AP

Ray reports to Karren Padila, Market Reconciliation Officer. He conducts research and analysis on the financial, economic, and statistical information needed by the Trading Group in their strategies. He worked in APRI where he handled payroll processing. He holds a Bachelor of Science degree in Accountancy from Far Eastern University.



Samel A. Aboitiz
Management
Associate
Aboitiz Group

Samel joins the Aboitiz Group as Management Associate effective Sept. 15, 2016. Samel spent almost two years working as a Freight Analyst in Castleon Commodities International in Connecticut, USA. Prior to joining the Group, he worked at CLSA Exchange Capital, Inc. Samel will be assigned at the Corporate Center for the first six months to immerse him in the Corporate Center functions and the different business units.

People



Gabrielle Silvestre
Technical Assistant
AP Corporate
Business Group

Gabri reports to Luis Miguel Aboitiz, Executive Vice President and Chief Operating Officer. She provides technical information and supports the continuous improvement initiatives across the business groups through data analysis, technical report writing, and coordination. Gabri holds a Bachelor of Science degree in Industrial Engineering from University of the Philippines, Diliman.



Mary Amirose Lojo
Executive Assistant,
Energy Trading & Sales
AP

Amery reports to Ochie Gloria, FVP for Energy Trading and Sales. She provides secretarial and administrative support to the FVP. She worked at Jones Lang Lasalle (Philippines), Inc. Amery holds a degree in Business Management from University of Chester, UK.



Regine Baltazar
Administrative Assistant, Energy Trading & Sales
AP

Reg reports to Rowena Romero, AVP for Commercial Operations and Support. She provides administrative assistance and clerical work. She worked at Samsung Electronics Philippines Corporation. Reg has a bachelor's degree in Sociology from University of the Philippines Los Baños.

Business Units of the Aboitiz Group. He was a Corporate Finance Manager who developed the financial model for the Apo Agua Davao Bulk Water project. Rodel joined AEV in 2013 after working in General Mills.



Jo-Catherina Akol-Enad
HR Retention Officer
AEV

JC takes on an expanded role as HR Retention Officer, reporting to Champ Yared, Corporate HR Manager, effective July 1, 2016. In this new role, JC handles HR operations and benefits administration. She also serves as a strategic partner to the BU HR Leaders in integrating benefits services and provides guidance on key short and long-term strategic initiatives. She continues to take on the responsibility for group benefits. JC joined Aboitiz Transport Systems in 2010.



Suzette Ann Gonzales
Risk Management Officer
AP

Xet moves to AP from AEV. She reports to Ronaldo Ramos, Vice President for Risk Management. She supports AP and its BUs in Operational Risk and Business Continuity Management. Last June, she was promoted to Audit Supervisor. Xet joined the Aboitiz Group in November 2008 as Senior Auditor of 2GO Group, Inc., and moved to AEV as Senior Auditor where she performed financial and operations audit.



Jun Ivan Covacha
Environment & Permits Supervisor
AP

Ivan moves to AP from Aboitiz Foundation. He reports to Junisse Mercado, AVP for Land Acquisition, Environment, and Stakeholder Engagement. He provides permitting and stakeholder engagement support to development projects. He joined the Aboitiz Group in October 2010 as Community Organizer of Aboitiz Foundation, and was promoted as Senior Project Officer in July 2014.



Analyn Cutamora
Paralegal
AP

Analyn moves to AP from AEV. She reports to Lorraine Fabro, Legal Resource Administrator. She provides technical and administrative support to all the members of the legal team. Analyn joined AEV in November 2009 as Paralegal.



Catherine Belen
Executive Assistant
AP

Cath moves to AP from AEV. She reports to Liza Montelibano, AP SVP and Chief Finance Officer. She provides administrative and secretarial support to the CFO and to the Finance and Accounting team. She was previously a Logistics Coordinator for Admin in AEV. Prior to joining the Aboitiz Group, she was with the Bureau of Local Government Finance.



Catherine Laurito
Banquet Coordinator
Exolt Team Manila

Cathy transfers from Corporate Admin to Exolt Team Manila as Banquet Coordinator, reporting to Txabi Aboitiz, AEV Chief Human Resources Officer, effective July 1, 2016. She plans, organizes, and handles Corporate and Top Executive's hosted events. Cathy joined AEV in 2010.

Movements



Rodel San Manuel
Corporate Planning Manager
AEV

Rodel takes on a new role as Corporate Planning Manager reporting to Ricky Lacson, Jr., VP for Corporate Strategy, effective July 1, 2016. He conducts research and analysis, and drafting management presentations related to corporate strategy and investments. He also assists in the implementation of the strategic planning process for all Strategic

A BETTER WAY TO SHOW YOU CARE

THE CHALLENGE

28M Filipinos suffer from severe malnutrition and micronutrient deficiency.

4M children are classified as underweight, and 8 million adolescents, adults, and elderly are chronically energy-deficient.

40% Just this year, chronic malnutrition rate in the Philippines hit 40%—an all-time high.



THE SITUATION

1 Despite billions of disaster aid supplements, a total of Php 141.1 million worth of disaster-relief food packs went to waste in 2015.

2 Why did it go to waste?

- Expired
- Spoiled
- Did not reach destination
- Lack of provisions for food preparation



IN THE MIDST OF HUNGER, MALNUTRITION, AND DISASTER, WHAT IF THERE'S A BETTER WAY TO SHOW YOU CARE?

A BETTER WAY TO SHOW YOU CARE

Introducing **The Care Package (TCP)**—the most efficient disaster relief mechanism that addresses hunger and provides adequate nutrition via sustainable food supply.

NUTRITION AND TASTE

- Contains Pilimico's High Energy Biscuits
- Packed with 450 kilocalories
- Equal to one full meal
- Contains proteins, vitamins B1 to B12, carbohydrates, added sugar, fat, vitamins A, C, D3, and E, iodine, iron, magnesium, and calcium.

450
kcal



EASE OF USE

- Ready to eat
- Easy to transport
- Easy to stack



STORAGE AND TRANSPORT

- 12-month shelf life
- Designed to avoid moisture build-up
- Packed light and small (only 100g)



READY FOR DISTRIBUTION

- Easy distribution for public and private organizations
- Can be used for feeding programs, missions, and relief operations.



You have a better way to show you care, and the answer is in your hands.

Contact us at ☎ 09173157595 or 📱 /thecarepackagePH to start sending out The Care Package on your behalf today.