

# aboitiz eyes

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ABOITIZ EQUITY VENTURES  
**TOP 50  
PUBLICLY LISTED  
COMPANIES**



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young leaders

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Therma South  
delivers power

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# Cover Story

## Winning the ASEAN Corporate Governance Awards



Dear Fellow Team Members,

With our mission to create long-term value for all our stakeholders, the Aboitiz Group continuously adopts corporate governance best practices encapsulated in the Aboitiz Way. This has enabled us to earn both local and international honors as one of the best-managed business organizations in the Philippines and in the ASEAN region.

Last November, we received two distinguished honors in the area of corporate governance: the first, as one of the Top 50 Publicly Listed Companies in the ASEAN according to the ASEAN Capital Markets Forum (ACMF) and, second, as one of the recipients of the Bell Awards of the Philippine Stock Exchange (PSE).

ACMF cited Aboitiz Equity Ventures as among those most compliant to its ASEAN Corporate Governance Scorecard, a grading system developed based on international best practices. The Bell Award, meanwhile, is given by the PSE to publicly listed Philippine companies that exemplify good corporate governance.

Indeed, these awards give all of us who are committed to good corporate governance a reason to be proud. Beyond titles, the Aboitiz governance structure is grounded on our core values of Integrity, Teamwork, Innovation, and Responsibility, values that provide us with the compass for meeting challenges in the business landscape.

As we deliver profitable and sustainable growth for our shareholders, we also focus on maintaining a high level of corporate governance for the benefit of all our other stakeholders here and abroad. Corporate governance plays a crucial role in building, enhancing and protecting our reputation, which we consider to be our most valuable asset. We believe that transparency, accountability and fairness build trust from all our stakeholders, not only from our shareholders, but also from our team members, customers, lenders, regulators, partners, our host communities, and the general public.

While accolades sustain our Group's long-term viability and enhance our credibility with all our stakeholders, the former contributes to a bigger goal — that of promoting our country as a good investment destination in the ASEAN region.

Thank you for your contributions to our Group's continued success and congratulations to all!

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

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

# Cover Story

## AEV wins inaugural ASEAN Corporate Governance Awards

- AEV joins top rank publicly listed companies (PLCs) in the ASEAN region
- AEV contributes towards enhancing Philippines' reputation as a trusted investment destination



Corporate governance plays a crucial role in building, enhancing and protecting our reputation, which we consider to be our most valuable asset. Transparency, accountability and fairness build trust from all our stakeholders, not only from our shareholders, but also from our team members, customers, lenders, regulators, partners, our host communities, and the general public. – EIA

Aboitiz Equity Ventures' commitment to corporate governance excellence was recognized as one of the best in the region as it enters the pioneering list of the top 50 PLCs hailed in the inaugural ASEAN Corporate Governance Awards held at the Manila Polo Club, Makati City last November 14.

The prestigious award affirms the commitment of Aboitiz to good corporate governance, which is anchored on the belief that it is the sensible, appropriate and sustainable way to achieve our mission of creating long-term value for all our stakeholders. AEV was vetted among the PLCs of Indonesia, Malaysia, Singapore, Thailand and Vietnam using the ASEAN Corporate Governance Scorecard (ACGS), a set of comparable standards which articulates the good governance principles of the Organization for Economic Cooperation and Development (OECD). The ACGS is an initiative of the ASEAN Capital Markets Forum (ACMF), a body



**CORPORATE GOVERNANCE CHAMPION.** Aboitiz Equity Ventures is one of the 11 Philippine publicly listed companies conferred with the prestigious ASEAN Corporate Governance Award. AEV President and CEO Erramon I. Aboitiz (2nd from left) accepted the award presented by (L-R) Otoritas Jasa Keuangan Indonesia Deputy Commissioner Sarjito, Malaysia Minority Shareholders Watchdog Group General Manager Lya Rahman, Indonesian Institute for Corporate Directorship Trustee Dr. James Simanjutak, and Institute of Corporate Directors CEO Ricardo Nicanor Jacinto.

composed of the capital market regulators from the 10 ASEAN member countries.

This is the first time the top 50 companies were announced since the inception of ACGS in 2012. The award focuses the spotlight on how much importance the Aboitiz organization puts on good corporate governance across the organization. AEV President and CEO Erramon I. Aboitiz said, "We believe that transparency, accountability and fairness builds trust from all our stakeholders, not only from our shareholders, but also from our team members, customers, lenders, regulators, partners, host communities and the general public. I thank our team leaders and team members who strictly adhere to the principles of good governance in their work processes daily."

AEV has been assessed in five key areas, namely: rights of shareholders, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, and responsibilities

of the board. Following this, the AEV Legal & Corporate Services Team has been working on AEV's alignment and compliance with the ASEAN standard.

"Through the ACGS, AEV is not only benchmarking its corporate governance framework based on international standards, it is also playing a meaningful role in establishing an international best practice in the region, and AEV has been actively contributing to this," Atty. Jasmine Oporto, Corporate Secretary and Compliance Officer said.

Corporate governance plays a major role in building, enhancing, and protecting the good reputation of the Aboitiz organization. By raising the bar of corporate governance excellence notches higher to the ASEAN standard, AEV also contributes to the enhancement of the Philippines' reputation as a trusted investment hub with sound business practices.







# Cover Story

## The importance of good corporate governance

With the impending ASEAN integration, the ACGS boosts the viability of the PLCs as a facilitator of ethical business in the region. A critical aspect of information about a PLC is how far it is compliant with corporate governance standards and principles, a necessary business norm being strengthened in ASEAN. The Scorecard intends to measure the business practices and communicate key factors that can help to raise the respective competitiveness ranking of PLCs. The first level of the assessment covers 170 “YES or NO” basic questions. The second level consists of bonus (practices beyond minimum standards) and penalty questions (poor practices). From the total, the bonus points are added, and the penalty points, subtracted.

## The ASEAN Corporate Governance Scorecard

RIGHTS OF SHAREHOLDERS (10%)	EQUITABLE TREATMENT OF SHAREHOLDERS (15%)	ROLE OF STAKEHOLDERS (10%)
 Shareholders participate in decisions concerning fundamental corporate changes	 Shareholders are provided with the appropriate notice of annual stockholders' meeting	 Stakeholders have the opportunity to obtain redress for violation of their rights
 Shareholders participate effectively in and vote in general shareholder meetings	 Prohibits insider trading and abusive self-dealing / related-party transactions	 Develops performance-enhancing mechanisms for employee participation
 Markets for corporate control are allowed to function in an efficient and transparent manner	 Protects minority shareholders from abusive actions	 Stakeholders (employees and representative bodies) can freely communicate their concerns about illegal and unethical practices of the board
 Ownership rights by all shareholders, including institutional investors, are facilitated	 Recognizes the legal and mutually-agreed rights of all shareholders	

DISCLOSURE AND TRANSPARENCY (25%)	BOARD RESPONSIBILITIES (40%)
 Promotes transparency in the ownership structure of the company	 Clearly defines responsibilities of board directors
 Reports annually and discloses company risks; objectives; financial and non-financial indicators; policies; background and continuing education programs attended by directors, number of board meetings held in a year, board meeting attendance, and details of remuneration per board member	 Communicates corporate governance policy and board charter
 Discloses related party transactions, dealings with directors, audit and non-audit fees	 Develops company vision and mission and oversees implementation of sound business strategy
 Channels for disseminating information provide equal, timely and cost-efficient access to relevant information by users	 Sets the ethical tone of the company and nurtures a culture of ethics, compliance and enforcement
 Discloses details of investor relations	 Board exercises objective judgement; board members are independent of management; able to commit themselves effectively to their responsibilities

# Corporate Center

## 10th AFLBS inspires young leaders to make a better future



Finding a cause greater than yourself today will prepare you for even bigger things in the years ahead. Make a difference for the people around you, for your community and for your country. – EIA

On November 6 to 7, 90 of the most promising student leaders from all over the country converged at the Marco Polo Hotel in Cebu for the 10th Aboitiz Future Leaders Business Summit (AFLBS), the flagship youth leadership program of Aboitiz. Carrying the theme, “A Decade of Building Leaders for a Better Future”, the summit challenged the participants to become changemakers in their chosen fields and in society in general. This year marks a highly enriched program by integrating experiential leadership education through the auspices of the Ramon Aboitiz Foundation, Inc.’s Kool Adventure Camp (KAC). KAC’s vision of “Touching People, Shaping the Future” complements the AFLBS purpose of empowering young leaders.

To date, AFLBS has produced around a thousand alumni, some are now team members and team leaders in corporate centers and business units within the Aboitiz Group. This affirms our mission of building a sustainable enterprise that we can entrust to future generations.



**ON THE JOURNEY TO SUCCESS.** Asia CEO Forum President Rebecca Bustamante shares her inspiring story. “You are the driver of the future. You alone can control where and how fast you want to go,” she said.

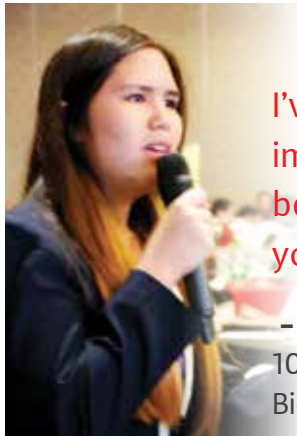


**A DECADE OF EMPOWERING THE FILIPINO YOUTH.** The 2015 Aboitiz Future Business Leaders Summit (AFLBS) celebrates its 10th year milestone urging participants to help lead our country to a better future.

# Corporate Center



**OUT OF THE BOX.** AFLBS participants underwent an experimental leadership education at RAFI's Kool Adventure Camp (KAC).



I've learned that it is important to grow as a team because, in growing alone, you fail as a leader,

– **Carla Bayquen**,  
10th AFLBS delegate & fourth year  
Biology student from UP Mindanao

## HERE ARE PEARLS OF WISDOM FROM THE ABOITIZ TEAM LEADERS:

*"We take care of our environment the best way we can. We make sure that whenever we have plant projects, we consider our environment as well as our host communities as our priority as we provide reliable, reasonable, and responsible energy solutions."*

**Manny Rubio**,  
EVP and COO, AboitizPower Generation  
AboitizPower: Responsible Energy

*"[We continue to improve and innovate] because we know that's where the future is."*

**Anton Perdices**,  
SVP and Chief Operating Officer,  
Visayan Electric Company  
AP Distribution: Leading the Way to Service Excellence

*"Banking is not just about the money you are able to move around, or the information you are able to provide. But rather it is about the lives you are able to change as a result of that."*

**Ana Aboitiz-Delgado**,  
VP and Business Head for Credit Cards,  
UnionBank  
UnionBank and CitySavings: Partners in Elevating Lives and Fulfilling Dreams

*"We enable our team members to make a difference in the organization. We encourage everyone to believe that they could lead change, and that they can do so with the Aboitiz Values in*

*mind. In short, we are strengthening our culture of creating value-driven leaders."*

**Tristan Aboitiz**,  
VP and COO, Pilmico Feeds  
Pilmico: Partners For Growth

*"If you are not branding yourself, you can be assured that others are branding it for you. Find your brand and own it."*

**Rafael De Mesa**,  
VP – Business Innovation Group & Head of  
Commercial Business Unit, AboitizLand  
AboitizLand: Delivering on our brand promise

*"The AFLBS continues to be a shared commitment to develop and nurture our young and promising delegates toward becoming effective leaders in the future."*

**Txabi Aboitiz**,  
SVP and Chief Human Resources Officer,  
Aboitiz Equity Ventures  
BetterWays: Building Our A-People

*"Your knowledge and intelligence are some of your biggest assets hence, if you don't want this source of wealth to deteriorate, you must put in the time to keep learning. The more you learn and strengthen yourself, the more competitive you are, the more likely you will have control over a successful career."*

**Dmi Lozano**,  
SVP and Chief Financial Officer,  
Aboitiz Equity Ventures  
Making Your Assets Work For You

*"Be good, do good, and chances are you will earn for yourself an excellent reputation."*

**Susan Valdez**,  
SVP and Chief Reputation & Risk  
Management Officer, Aboitiz Equity Ventures  
The 3Rs: Reputation, Risk, and Responsibility

## LEADERSHIP FORUM

– Inspiring Leaders Across The Workforce  
Don Ramon Aboitiz Award of Excellence (DRAAE) awardees shared their leadership journeys:

*"I am the leader I am today because someone had taken the time to plant the seeds of leadership in my heart."*

– **Judd Salas**

*"I can't teach you to be a good leader. I can lay the framework for good leadership but at the end of the day, you have to learn to be one."*

– **Romy Ronquillo**

*"The fact is that you can only go so high in your own strength. You can reach a certain level with your education, your talent and your ability, but it's the goodness of God, that will open doors you could not open on your own."*

– **Riella Guiguio**

*"Influence is the true measure of leadership. It is not appointed, awarded or assigned. It cannot be mandated."*

– **Dante Pollescas**



## AEV, AboitizPower teams tackle stakeholder engagement in workshop series

In line with the Aboitiz Group's strategic pillar of engaging our stakeholders, Aboitiz Equity Ventures (AEV) and AboitizPower (AP) held several workshops designed to make team members understand, apply and fully embody the principles and processes of stakeholder relationship management (SRM) and communication.

Archie Inlong, President and CEO of public relations firm, NPI Communication Consulting, Inc., gave workshop participants an integrated view and appreciation on the value of stakeholder engagement.

Participants analyzed the different players interacting with their CSUs and BUs, and were able to define who are their "real stakeholders" – those who are invested in the success of the business because "if we win, they win, and they know it," as Inlong puts it.

### What is Stakeholder Engagement?

Stakeholder engagement is the process of human communications to build, enhance and protect relationships in order to support and grow our business, the power of our brand and build goodwill.

This is critical to our business because it gains social acceptability, forms security shield, ensures uninterrupted operations and develops advocates.

### Who are our stakeholders?

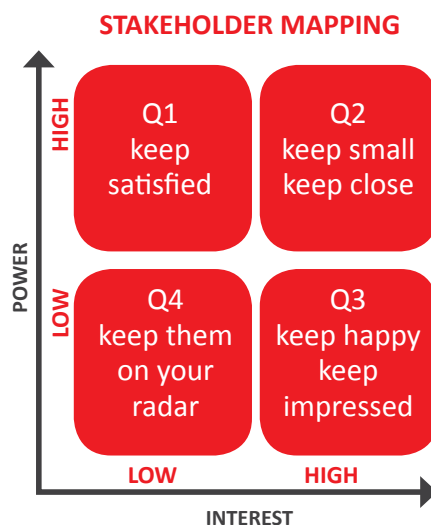
Not all players are stakeholders. A stakeholder is a group or individual who knows that if I WIN, YOU WIN, and IF I LOSE, YOU LOSE. They are fully invested in the success of the Aboitiz Group.

### Know and Understand Our Stakeholders

It is essential to identify, analyze and prioritize our stakeholders. They are

classified according to their interest and power/influence in our business.

Prioritize identified Q2 stakeholders and protect from any agitation by non-stakeholders.



### How do we treat our Q2 Stakeholders?

- Take care of them intently
- Keep them updated of what is happening
- If there are issues, inform them first
- Relationship-building should be done personal

### What are the different strategies when communicating with stakeholders?

- Mass communication
- Group communication
- Interpersonal communication – the most valuable of the three

Moving forward, the next step would be the creation of stakeholder management plans for the different teams anchored on the strategies shared by Inlong.



**STAKEHOLDER ENGAGEMENT TRAINING FOR FRONTLINERS.** Team members from Therma Mobile and Therma South Inc., pose for their class photo with stakeholder communications guru Archie Inlong (seated, third from right).



# Corporate Center

## Audit migrates to MetricStream platform

- **Audit moves out of Lotus Notes–based applications to a single–system infrastructure**
- **Multi–function platform supports audit governance and resource management requirements**

Fueled by passion for better ways, AEV Group Internal Audit together with its counterparts in AboitizPower, Pilimico, and AboitizLand, leapfrogs into the modern MetricStream–based Audit Management System infrastructure.

The new Audit Management System (AMS) migrates to a single, unified platform powered by leading governance, risk and compliance software company MetricStream Inc. Today, AEV uses the cloud–based, fully integrated system for audit planning, risk assessment, resource management, work–paper management, and for lifecycle tracking of audits, issues and remediation. The AMS allows end–user flexibility via its robust dashboards. It also features offline work and monitoring capabilities, with the latter ensuring closed–loop remediation of issues, findings and actions through “action owner” tagging. The system’s success relies not only on how the audit team uses the system, but more importantly, on how the “action owner” responds and resolves the escalated issue.



**AUDIT MANAGEMENT IN THE CLOUD.** The Internal Audit team demonstrates the features of the MetricStream platform

With the newly installed AMS, Internal Audit is geared up to providing quality customer service as the preferred assurance PARTNER (Proactive, Adds Value, Reliable,

Trusted, Neutral, Empowered and Relevant). The AMS project is another fulfillment of its team mantra of bridging value–creation through meaningful insights.



**ACCOUNTING FORUM TACKLES NEW STANDARDS, PROVIDES FINANCIAL AUDIT FEEDBACK.** Aboitiz Finance and Accounting team members and team leaders gathered at the Cebu City Marriott Hotel for the annual Groupwide Accounting Forum to discuss the changes in accounting standards, updates on Bureau of Internal Revenue (BIR) regulations, and the latest result of the 2014 SGV audit feedback. The forum provides a venue to discuss the impact of these changes and how they can be addressed on a groupwide level. AEV SVP and Chief Financial Officer Dmi Lozano opened the Forum and welcomed the participants and guests. AEV FVP and Controller Melinda Bathan shared the audit feedback while guest speakers from SGV and BIR conducted talks and workshops. In photo (L–R): Melinda R. Bathan, AEV, FVP–Controller; Janette Bayawa (BIR); Maria Socorro Lozano, Chief LTDO 123; Raniel Sarsonas, OIC, DPQA Section, LTDO 123; Atty. Joseph Tugonon, AEV, VP, Tax Advisory & Compliance.

# Corporate Center

## ABOITIZ GROUP RISK APPETITE

Dear Fellow Team Members,

Over the past few years, team leaders and team members across the Group have developed and implemented programs and initiatives for our organization to achieve a level 4 in Risk Maturity. This involves building a risk culture that encourages participation and engagement at all levels of the organization. It is about using risk management information for decision making in our day-to-day work. It entails understanding our risk exposures so that we can turn these risks into opportunities. It is by no means avoiding risk at all costs. It is about being more aware of the exposures we take on, managing this risk and ensuring that the appropriate risk mitigation is in place so that we can truly achieve enterprise resiliency.

In 2012, we instituted a Group Risk Appetite Policy under the Aboitiz Enterprise Risk Management program. Risk Appetite is defined as the amount of risk we are willing to accept in pursuit of value. Our current Group risk appetite policy, which is used as the basis for our risk reviews and retention strategies, states that we cannot take risks that can impact 30% or more of the Group's Net Income after Tax (NIAT) or P6 Billion whichever is lower. This also implies that we can accept risks below 30% of the Group's earnings (or P6 Billion whichever is lower).

At a business unit (BU) level – risk appetite would be equivalent to 30% of the BU NIAT. Our risk management process involves risk

identification, assessment, development and execution of appropriate risk treatment strategies to effectively reduce or eliminate the likelihood and/or impact of the risks to our Group's earnings and the achievement of our long term goals.

As we expand and grow our businesses both in the Philippines and abroad, the magnitude of our exposure to different risks will inevitably increase. We therefore feel that we need to update our existing Risk Appetite statement to ensure that our policies support our risk management strategies, the governance and management of the risk retained, and our risk decision processes.

After a careful review of the leading practices relevant to our businesses, we have expanded our risk appetite assertions to include other parameters. These are as follows:

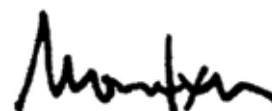
Parameter	Risk Appetite Statement
Net Income after Tax (NIAT)	We cannot take risks that can impact 30% or more of the Group's Net Income after Tax (NIAT) or P6 Billion whichever is lower. This also implies that we can accept risks below 30% of the Group's earnings (or P6 Billion whichever is lower). At a business unit (BU) level – risk appetite would be equivalent to 30% of the BU NIAT.
Return on Investments	We will pursue new projects and opportunities that meet our Risk Adjusted Rate of Return objectives, are scalable and have potential to provide strong recurring profits and cash flow.
Core Businesses	We will continue to pursue opportunities in businesses that will allow us to leverage our existing core competencies.
Area	We remain firmly focused on growing our businesses in the Philippines as well as seeking out strategic investment opportunities in Vietnam, Indonesia and Myanmar
Reputation	We consider our reputation as our greatest strength and most valuable asset. We will manage and avoid the occurrence of events that could have a significant negative impact on our reputation. We will continuously build, enhance and protect our reputation.

We, in the Aboitiz Group, are committed to risk management excellence. Let the above expanded Risk Appetite statements guide us in our day-to-day decision making. We have to be prepared at all times for the unwelcome visits by Murphy. Enterprise resiliency is essential in order for us to achieve our mission to create long-term value for all our stakeholders.

Thank you for your continued support and cooperation.

### WHAT IS RISK APPETITE?

It is the amount of risk an entity is willing to accept in pursuit of value (ISO 31000)



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

# Corporate Center

## Suppliers train in Business Continuity Planning

- Enabling supplier partners is critical to Aboitiz risk management
- Participating suppliers to develop their respective BCP roadmap to enhance risk management



**TEACHING RISK MANAGEMENT.** Mr. Reynold Ferdinand G. Manegdeg of UP-ISSI shares the importance of conducting a Business Impact Analysis.

Integrating third party suppliers into the Aboitiz Risk Management is important in building a risk culture that encourages participation and engagement at all levels of the organization. Last October 14, 32 suppliers of AEV, APRI, SNAP, Pilmico, Coal Group, Hedcor Group, VECO and Davao Light gathered at the 8th floor conference room of NAC Tower to learn about the BCP framework, recovery time, pre-disaster protection

and mitigation, emergency response, and business continuity strategies for early business resumption.

According to a 2012 study on SMEs in the Asia Pacific, only 13% of SMEs have a business continuity plan, stating further that “the main obstacle was due to lack of company BCP knowledge and expertise” and “lack of information needed for BCP development”.

The training was an initiative of Risk

Management Department in coordination with the UP Institute of Small Scale Industries (UP-ISSI), the Earthquake and Megacities Initiative (EMI), and the Philippine Disaster Recovery Foundation (PDRF) under the auspices of its PreLab learning series program. The training is based on the BCP standard of the Asia-Pacific Economic Conference (APEC). The participants will present their BCP to Aboitiz in 2016.



# Corporate Center

## Insights from 'Coffee with EIA' 2015

Team members and leaders in Taguig and Cebu gathered once again to converse with EIA over a cup of coffee. Here are some of your questions that were discussed in this year's Coffee with the President.

**Q: What is your take on senior leaders' accountability on developing our people?**

**EIA:** We have challenged our leaders to help us get into self development. Leaders create more leaders than followers. While at the same time, we should encourage our people to be self-driven. The leaders are going to be there to help you but at the end of the day, you have to take ownership of your development.



**Q: How do we prepare ourselves with the business expansion in the ASEAN market?**

**EIA:** We are in a stage of robust expansion. We are trying to catch up and strengthen the organization. On top of that, we are preparing ourselves for further growth not only locally but internationally. Therefore, it is important that we understand the market.

**Q: Leveraging the Aboitiz Way in terms of driving the culture, how is the Aboitiz Way being driven in the business in terms of investments?**

**EIA:** Our core values differentiate us from other people when it comes to going up the ladder. The Aboitiz Way is different. The success of one is the success of the other. We can't be the only people who should benefit from the value creation of the business. It should be spread out. We get into businesses that can help the Filipino nation. We act responsibly; doing the right thing without anybody watching over us, and doing things that we can decide on our own.



My goal is to hopefully leave an enterprise that can last forever, that is why I can't overemphasize our beliefs and our mindset in sustainability, not just about the environment, but on sustainability as a business strategy.

– EIA

**Q: What is the rationale behind resurrecting Republic brand?**

**EIA:** Together with our acquisition came two brands, Republic and Fortune. Both are very strong brands. Republic is more of a national brand while Fortune is more of a local brand around the Batangas area (Fortune Cement). We acquired a business with people and assets and a brand with markets, not just cement. The name is not just Republic Cement but Republic Cement and Building Materials. We would like to move up to commodity item rather than just cement.

# Corporate Center



**HEARD STRAIGHT FROM THE BOSS.** TMs from both Taguig and Cebu were treated to an exclusive audience with EIA to chat about the company, ask for career advice, leadership styles, and other relevant and interesting topics.



**Q:** Talking about self-driven, how do you continue to be so even if you are already the President of the company?

**EIA:** It is very important that we stay ahead of all of the changes happening. We may be successful at what we are doing now but that doesn't assure us that we will be successful in the future. The job of a CEO is to be able to see what the other side of the corner looks like.

**Q:** Aboitiz is always open to change. What kind of presidential candidate are you likely to support?

**EIA:** I truly believe that the momentum the country is going through is something nobody or nothing can stop. And all of these will continue. No matter who is there, what is important is execution. What we need to have is a President who can and will execute effectively and swiftly.

## TAGUIG CORPORATE CENTER

**Date:** October 6

**Team Members:** 104

**Team Leaders:** 70



## CEBU CORPORATE CENTER

**Date:** September 30

**Team Members:** 74

**Team Leaders:** 26



# Corporate Center

## ABOITIZ RECOGNITION NIGHT TAGUIG

SEPTEMBER 4, 2015





# Corporate Center



# Corporate Center

## Aboitiz Service Awardees 2015



40  
YEARS

### Stephen Paradies

Q:

What advice would you give someone going into a leadership position for the first time?

“

Make sure you have the right people on your team. Listen to them, challenge them to always find ways to do things better. You will not be an effective leader without the full support of your team(s). Give them room to make mistakes, but make sure they learn from them. Recognize their achievements and celebrate these with them.

Change is all around us at an accelerating pace, and a passion for learning will help you cope with this ever changing world.

You have to enjoy your work. If you no longer enjoy what you're doing, look for something else.

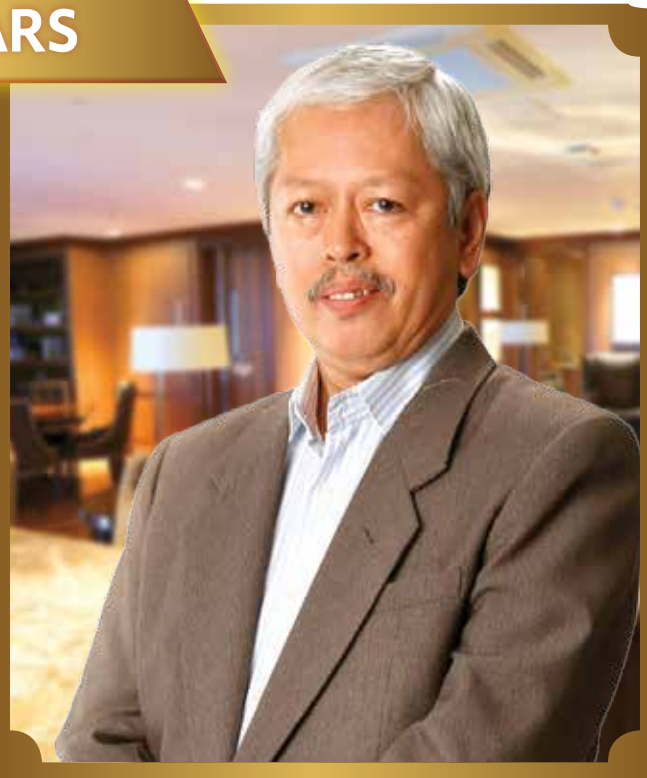
### Jovy Batiquin

Q:

What is one characteristic that you believe every leader should possess?

“

A leader should be able to bring out the best in you and he must be an enabler.





# Corporate Center

## Aboitiz Service Awardees 2015

**Q: What important advice would you give to new Aboitiz team members?**



Always strive to add value in everything that you do and all will follow.

**35**

YEARS



**Alvin Arco**



Always keep yourself healthy. No matter how brilliant and effective you are in your work, if you're not there to carry out your responsibilities because you're sick, then you're not contributing anything.

**35**

YEARS



**Melinda Bathan**



Start out with a career plan and always try to think long term.

**35**

YEARS



**Chona Tiu**



With lots of opportunities both local and international, you only have to have ambition so you can continuously prepare yourself professionally and technically to stay ahead.

**30**

YEARS



**Eva Baltazar**



# Corporate Center

## Aboitiz Service Awardees 2015

25  
YEARS



Melissa Aboitiz-Elizalde



Julie Ann Diongzon

20  
YEARS



Myrna Tantug



Salome Juntilla



Raul Lucero



Bert Villaveto

15  
YEARS



Trina Aliman



Bong Borja



Chris Camba



Sonny Carpio



Ann Gatdula



Joey Rivera



Marie Tanate

# Corporate Center

## Aboitiz Service Awardees 2015

10

YEARS



Bianca Aledo



Bebot Arriola



Wel Come



Ferdie Cordova



Jowelle Ann Cruz



Claire De La Cerna



Gel Dico



Jonathan Gumtang



Sasha Jamero



Edelyn Juntilla



Kenneth Lim



Rannel Mier



Jun Nicanor



Dana Ouano



Olyzza Oyangoren



Jhoana Palmieri



Rey Pejero



Dennis Romero



Luzan Villanueva



Mia Zamora

# Corporate Center



“

We are grateful that through all these years, you have been supportive of us, following and documenting well our growth journey. Tonight, we not only thank you but we also celebrate our partnership and our friendship. – JJA



Engr. Rodger Velasco (front – rightmost), Davao Light's VP for Engineering and Cotabato Light's SVP and COO poses for a tableau with his media groupmates making them win 3rd place in the Folk Dance Contest.



Media personalities from different parts of Mindanao share a 'groupfie' with JJA.



AboitizPower Distribution Group EVP and COO Jim Aboitiz and Thermo Marine, Inc. VP Jan Risager are ready for their folk dance presentation.



Hedcor, Inc. President and COO Rene Ronquillo awards the Best Selfie post to TV-5 Davao's Mike Pasco.



Therma Marine Inc./Therma Mobile Inc. President and COO Jovy Batiquin awards the prize to the best dressed male and female media personalities.



Zenaida Jagudilla of PIA-Bukidnon perfectly steps on the last box of the Step-No, Step-Yes Game.



Allan Abais of ABS-CBN's DXAB Radyo Patrol Davao tries the Limbo Rock game.



# Corporate Center



VECO VP for Engineering Valentin Saludes III (middle) performs with members of the media as they competed in the Dubsmash Contest. Later that night, they were awarded Dubsmash champions.



AboitizPower Distribution EVP and COO Jim Aboitiz (middle) with his media team after winning third place in the Dubsmash Contest.



Members of the media play the game "The Price Is Right".



Members of the media sing and dance on stage as they competed in the Dubsmash Contest.



DYAB's June Perez poses with (L-R) Jokin Aboitiz, Eduardo Aboitiz and Jaime Moraza after he won the grand prize of P30,000 worth of gift certificates.



AboitizLand President and CEO Andoni Aboitiz welcomes everyone to the 'Back to the 80s Cebu Media Party.



Carol Ballesteros and Paula Ruelan were the mistresses of ceremonies that night.

# Corporate Center

## CORPORATE HR REORGANIZATION



In response to recent organizational changes related to business growth and expansion, Corporate HR was given the approval by the Corporate Mancom to proceed with its proposed plan to restructure the whole team. The objective is to better address the growing needs of Group HR in terms of building human capital while providing a more focused HR business partner that is dedicated to serving the Corporate Center.

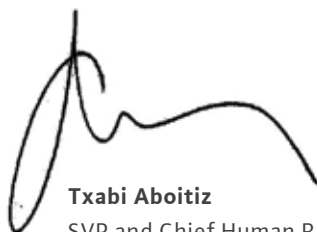
The reorganization consists of breaking up the current HR team into two major units. One is the CORPORATE HR (CHR) unit. This new team serves as the HR Business Partner of the Corporate Center. It will be responsible for handling and servicing all the HR requirements of the Corporate Center CSUs as well as those of affiliated organizations such as Weather Phils, Aboitiz Foundation, Infra and EXPRO. This team will be led by Champ Yared, Corporate HR Manager. Champ becomes the single point person for all end-to-end HR programs and services for the Corporate Center ranging from Talent Attraction, Retention and Optimization. Hopefully by having only one single point of contact for all HR related requirements of the CSUs, we are able to make it more convenient for everyone to work with the Corp HR.

Meanwhile, the other unit is called the Aboitiz Group HR (AGHR) Team and is dedicated to work more closely with the SBU/BU HR on high-level strategic HR initiatives that impact the Aboitiz Group as a whole. This team is made up of three smaller units that are focused on one of the three HR pillars – Attract, Retain, Optimize. Together with the SBU HR Heads of IAP, Food Group, UnionBank, and AboitizLand, it makes up the CORE HR. AGHR primarily serves the Group and is positioned to be the Center of Excellence where best practices, research, HR models and analytics to support the strategic pillar of Build Human Capital gets jointly conceived and implemented with Core HR across the Group.

The new team's table of organization is drawn in the next page. We are currently undergoing a transition as the members of both units take on new roles and responsibilities. Rest assured that it will be business as usual for all HR transactions and services while this transition is taking place.

This reorganization will take effect on January 1, 2016.

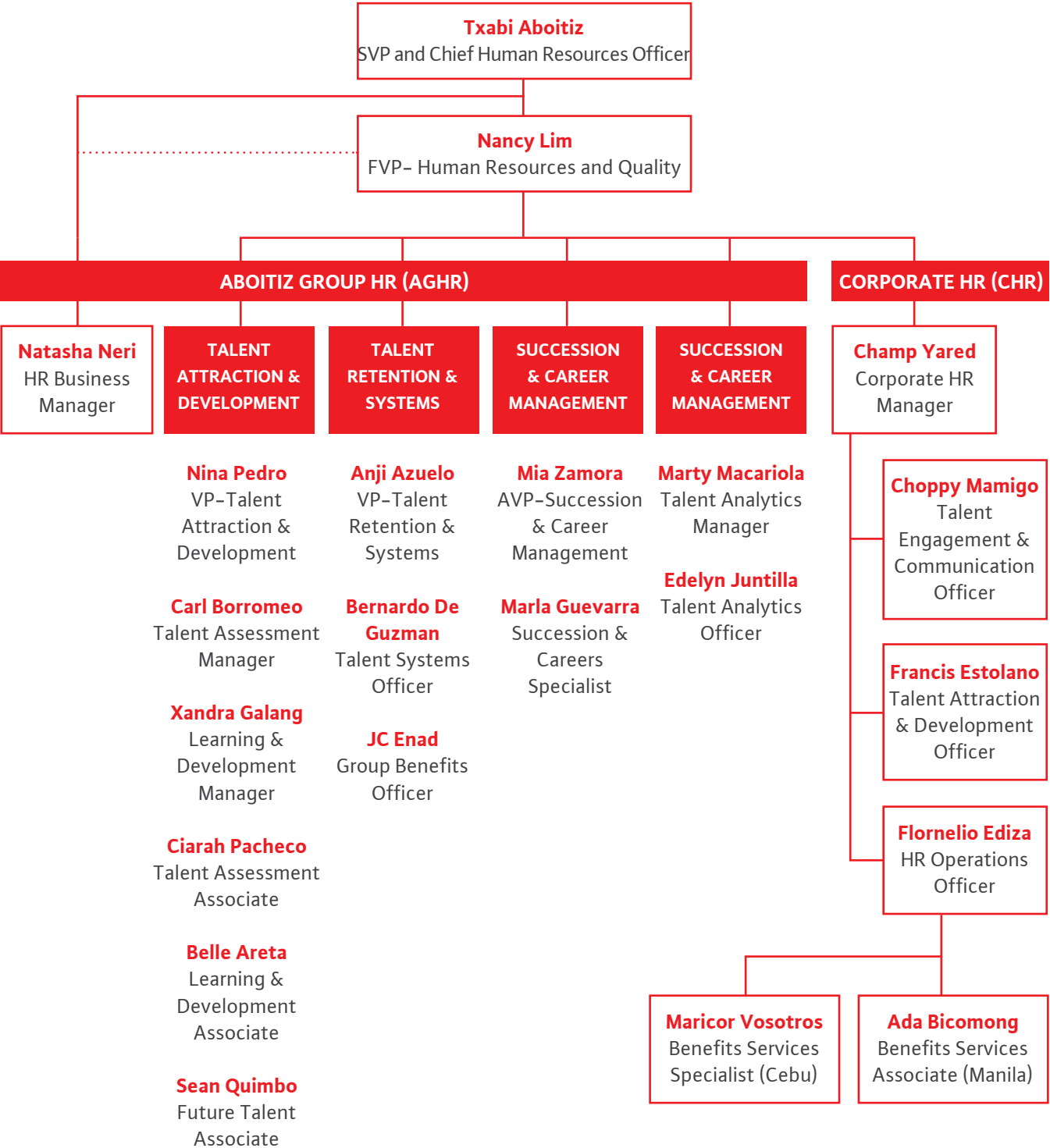
Thank you for your usual support.



**Txabi Aboitiz**  
SVP and Chief Human Resources Officer

# Corporate Center

## CORPORATE HR REORGANIZATION





# The Aboitiz Honor Roll



## AEV WINS THE PSE BELL AWARDS

AEV was awarded as one of the top 5 listed companies in the 4th Bell Awards by the Philippine Stock Exchange (PSE). As in the previous Bell Awards, an independent group was formed to evaluate the corporate governance practices of the listed companies and trading participants.



## PAGBILAO ENERGY RECOGNIZED FOR FINANCE DEAL

The Asset magazine's Triple A Asia Infrastructure Awards 2015 presented its 'Best Power Deal' to Pagbilao Energy Corporation for its P33-billion Project Financing Facility. AboitizPower Group Treasurer Gabby Mañalac attended the special ceremony in Hong Kong to accept the award last October 30.



## HEDCOR IS HAILED REGIONAL HALL OF FAMER FOR OUTSTANDING LABOR PRACTICE

Hedcor emerged as the regional winner in the 2015 Search for Outstanding Labor Management Cooperation (LMC) for Industrial Peace in the Cordillera Administrative Region. Hedcor won in 2011 and 2013. This third win cements its position in the Hall of Fame, notwithstanding its three citations for Social Accountability, Industrial Peace and Harmony and Strategic Visioning and Partnering for Business Growth and Job Generation conferred by the Employers Confederation of the Philippines.

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# The Aboitiz Honor Roll

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## **TESDA NAMES VECO INDUSTRY CHAMPION**

VECO has been named 2015 TESDA Kabalikat Awardee (Industry Category) for the Visayas in recognition of its being an outstanding institution in the promotion and development of Filipino skilled workers. The TESDA Kabalikat Awards recognizes individuals and institutions who have made strides in promoting and strengthening Technical Vocational Education and Training in the country.



## **COMMITMENT IN VOLUNTEERISM**

Davao Light was recognized by the Philippine National Volunteer Service Coordinating Agency and the National Volunteer Month Steering Committee for being a Regional Nominee in the Search for Outstanding Volunteers 2015 Corporate Organization Category. This is in acknowledgment and recognition for Davao Light's commendable service, dedication and commitment to volunteering for development.



## **EFFECTIVE OPERATIONAL PERFORMANCE**

Megalink has named UnionBank as one of the Top 3 awardees on effective operational performance for 2014 by marking one of the Highest Reply Rate in its network. The Bank was also recognized for deploying one of the Top 3 Performing Off-Site ATM for its Solaire and Casino machine. UnionBank executives SEVP Edwin Bautista, EVP Dennis Matutina, and SVP Ramon Duarte received the award together with Operational and Technical Management teams.

# The Aboitiz Honor Roll



## ‘MAKING DA DIFF’ IN THE REGION

UnionBank HR Director Michelle Rubio, HR Services Head Pam Galoyo and Employer Branding & Communications Officer Winnie Sy attended the 2015 Asian Banking and Finance Retail Banking Awards held in Singapore and received twin honors on behalf of their 2,700 team members who continue to support the Bank’s initiatives in making the difference in the communities they serve. The Bank received the Gold Award for Corporate Social Responsibility recognizing its GoBeyond communities, and the Silver Employer Award of the Year. The Asian Banking and Finance Retail Banking Awards is a prestigious recognition that cuts across 30 Asian countries.



## ACING THE NATIONAL PRODUCTIVITY CONGRESS

Pilimco's Farina Team (from its Quality Assurance Department) and Enerprime Team (from the Central Maintenance Department) each took gold awards in the Easy Kaizen Non-Production Category at the 35th Productivity Improvement Circles National Convention (PICNC) held last October in Davao City. The Farina Team was awarded for its “An Experiment to Determine Possible Reduction in the Wheat Conditioning Time of the Experimental Milling Process” entry while the Enerprime Team was recognized for its “Provision of Overtail Spout and Hopper for Belt Conveyor #5 at Intake Plant” entry. PICNC gathered over 200 participants from various companies in manufacturing, service, agribusiness, and food industries to allow quality practitioners to network, showcase new technologies, and celebrate the best achievements on quality and productivity.



## DOUBLE HONORS IN TORONTO

Pilimco FVP and Chief Resource Officer Maribeth Marasigan represented the company at the 12th Annual International Business Awards in Toronto, Canada last October 23 to accept two Stevie awards for the Mahalin Pagkaing Atin campaign. For ‘championing sustainable entrepreneurship by igniting pride, preference for local produce’, Mahalin Pagkaing Atin was selected as the Gold Stevie winner in the Communications/PR – Campaign: Investor Relations category. It also received the Bronze Stevie award in the Communications/PR – Campaign: Marketing – Reputation/Brand Management category for its work in ‘helping disaster-stricken areas get back on their feet’. The Stevie Awards are the world’s premier business awards created to honor and generate public recognition of the achievements and positive contributions of organizations and working professionals worldwide.



## Therma South Unit 1 delivers power

- Power plant will supply Mindanao with reliable and cost-effective baseload power
- Facility is first in Southeast Asia to use “coal dome” technology



**NOW ONLINE.** Unit 1 fully runs and starts to deliver power to electric cooperatives and distribution utilities.

Therma South Energy Project, Mindanao's first major power plant since 2006 has begun commercial operations with the full switch-on of the first of its two-unit 150-MW power plant on September 18, 2015. The power plant has delivered contracted power to its more than 20 electric cooperatives and distribution utilities that provide electricity in the cities of Davao, Cagayan de Oro, General Santos, Butuan, Kidapawan, Cotabato and Tagum. It will also serve the provinces of Davao, Caraga, Cotabato, Sultan Kudarat, Sarangani, parts of Bukidnon, parts of

Misamis and parts of Zamboanga peninsula.

“We have informed our customers and our stakeholders that we will soon be on full commercial operations and will supply Mindanao with reliable and cost-effective baseload power,” Therma South Inc. President and COO Benjamin A. Carias, Jr. said. “We are here not only to help Mindanao solve the current power crisis. The Aboitiz group is committed to helping Mindanao sustain its economic growth and finally fulfill its potential,” Carias added.

The power plant also features the first “coal dome” in Southeast Asia – a modern

coal storage facility that will ensure security of the fuel and safety and well-being of the surrounding areas. The power plant will utilize circulating fluidized bed (CFB) technology to ensure it meets government standards on health, safety and protection of the environment while operating in an efficient and cost-effective manner.

The second 150-MW unit is scheduled for commercial operations in early 2016. The power plant started construction in 2012 and, at its peak, employed more than 4,500 workers, mostly from its host communities.

## AboitizPower expands in Indonesia

Singapore-based subsidiary AboitizPower International Pte. Ltd. entered into an agreement with PT Medco Power Indonesia to explore and develop a potential 110-megawatt geothermal power project in East Java province. Meanwhile, SNAP teamed up with Energi Infranasantara on a planned

127-megawatt hydropower project along the Lariang River in Central Sulawesi.

The Indonesian companies will tap AboitizPower's technical expertise in developing renewable energy projects, which make up 40% of its power generation portfolio. AboitizPower's foray to expand

in the ASEAN region considered Myanmar, Vietnam and Papua New Guinea as potential growth markets. But among these countries, Indonesia is the leading candidate for its maiden power venture overseas because of similarities in the Philippines' demographics and need for more power in the future.

## AboitizPower holds first SHEQ Forum

- Newly minted Safety, Health and Environment Quality (SHEQ) Policy was cascaded
- SHE focal points participated in workshops designed to strengthen team actions



**EVERYBODY'S BUSINESS.** AP Gen EVP and COO Manny Rubio called on participants to share ideas on ways to enhance safety and minimize chances of accidents.

Geared towards standardizing the health, safety and environmental management practices of all power business units, AboitizPower held its first ever Safety, Health, Environment and Quality (SHEQ) Forum last October 8 to 9 in Bonifacio Global City. Addressing the participants during his keynote message, AboitizPower Generation EVP and COO Manny Rubio, said everyone has a role to play in ensuring a safe environment. Citing the safety statistics of AboitizPower, he emphasized the need for a concerted effort. "Safety is good business. If I can't manage safety, I can't manage," he said. He encouraged all participants in the forum to contribute ideas with a view to enhancing safety and minimizing the chance of accidents. He also expected such ideas to be crystallized into concrete action plans and measures to further improve occupational safety and health performance. The inputs

gathered from the SHE focal points will form part of the action plan in carrying out the intent of the newly approved SHEQ policy.

There were 35 SHE focal points from the generation and distribution utilities business units, AboitizPower Internal Audit, Business Development and Asset Management, and AEV Sustainability who participated in experience exchanges and problem-based learning sessions.

The highlights of the forum included:

- Creating standard plant entry rules facilitated by Aldreck Madelo of CPPC
- Using the "Rock the Boat" approach to achieving IMS certification shared by Nomer Reynaldo and Katrina Teodoro of SNAP
- Modeling emergency action plan and protocol by Ronald Ambrocio of APRI
- Unifying the procedure on incident

reporting and road transport safety management system and three-year SHEQ program facilitated by Marco Carlo of AboitizPower SHEQ

- Applying behavior-based safety by Kishler Pascual of TSI
- Managing Wastes, What works best: by Roel Densing of EAUC
- Managing watersheds and engaging stakeholders by Cranep Udan of Hedcor
- Designing a waste management program and addressing gaps facilitated by Faye Manlosa and JR Abella of AboitizPower SHEQ.
- Optimizing asset management shared by Kenton Heurtz
- Communicating SHEQ through the Aboitiz BetterWorld channels by Gloidan Papas and Dave Devilles of AEV Sustainability.

# Power

## Power business units hold safety olympics in Baguio and Davao



READY, SET, GO! AboitizPower team members bested one another in the various safety challenges that tested their full range of safety knowledge and capability to handle accidents.

### BAGUIO SAFETY DAY WINNERS

**Champion:** Ampohaw Grid and IriSal Grid (Hedcor, Inc.)  
**1st runner-up:** SNAP-Benguet  
**2nd runner-up:** SNAP-Magat  
Bakun and Sabangan Grid  
**3rd runner up:** (Hedcor, Inc.)

### DAVAO SAFETY DAY WINNERS

**Champion:** Hedcor ECD and TSI  
**1st runner-up:** Davao Light  
**2nd runner-up:** Ladislawa-Talomo and Sibulan Teams  
**3rd runner up:** TMI

About a thousand team members from the different Power business units participated in the Safety Olympics held in Baguio and Davao, highlighting the importance of workplace safety while simultaneously drawing camaraderie among Hedcor, SN Aboitiz Power, Therma Mobile, Therma South, Therma Marine, and Davao Light.

AboitizPower strongly believes that accident prevention and efficient production go hand-in-hand, always adhering to practices and safety standards that ensure safe and healthy working conditions for all team members. “This event is the avenue where our team members show their dedication to safety. Also, this fosters work-life balance, camaraderie, strong employee relationships, and safety awareness,” Chris Faelnar Hedcor Inc. SVP emphasized.

## AboitizPower launches its own Wiki platform

AboitizPower Wiki (AP Wiki) is now officially open to all AP team members as an online platform that stores common-terms used by the power business units, enabling users to access corporate information and contribute content.

AP Wiki is identified by Project Forward as a quick win solution that helps team members in moving and behaving towards 1AP. Through AP Wiki, more team members will have easy access to information about the company and the power industry helping them to understand their roles in the organization.

AP wiki can be accessed by any team member using their aboitiz.com email address by visiting this link: <https://sites.google.com/a/aboitiz.com/ap-wiki/>.

## HIGH FIVE FOR 5S CHAMPIONS



Enthusiastic Kabisigs from AP Gen launched the High 5S program during the 5S Champions' Forum at the Baguio Country Club. 5S stands for 'sort-set in order-shine-standardize-sustain', a Japanese System which aims to increase efficiency and optimize productivity in the workplace. The 5S Champions' Forum was attended by representatives from AP Renewables, Inc. (APRI), Hedcor, Inc., Cebu Private Power Corporation (CPPC), SN Aboitiz Power (SNAP), Therma Marine, Inc. (TMI), Therma Mobile, Inc. (TMO), Therma Luzon, Inc. (TLI) and Therma South Inc. (TSI).



## Aboitiz co-chairs APEC Energy CEO Roundtable Discussion

AEV President and CEO Erramon I. Aboitiz led the opening of the Energy CEO Roundtable Discussion during the kick-off of the 12th Energy Ministers' Meeting in Cebu last October 12. Using the theme "Sustainable and Resilient Energy for Inclusive Growth", CEOs from across the Asia-Pacific region gathered to discuss measures that the private sector can contribute in order to achieve energy security and resiliency. The CEO Roundtable Discussion is part of the series of activities that happened during the country's hosting of the Asia Pacific Economic Cooperation (APEC).

In his message, EIA discussed the role of the energy sector in contributing to sustained, inclusive growth and in building a better world using the PricewaterhouseCoopers (PwC) research that outlined five key actions, namely: maximizing renewable energy potential, promoting resilient energy infrastructure, mobilizing partnerships for



**WORKING TOGETHER.** CEOs from across the Asia-Pacific region gathered for a roundtable dialogue to discuss and strengthen possible ways of sustaining a more resilient and inclusive growth in the energy sector among the APEC member economies.

sustainable energy and energy efficiency, security, and measures to facilitate adopting clean technologies for energy investments and eliminate trade barriers.

## Remote Ilocos Sur community benefits from rural electrification fund

Together with the Department of Energy (DOE), Luzon Hydro turned over a new barangay hall and an irrigation system to Alilem Mayor Mar Ruel Sumabat. The barangay hall is partially funded by the local government. The irrigation system serves about 1,000 residents who are mainly engaged in agriculture. "It is not only the coming of the project but the very impact of the project to our barangay, we believe that these kind of projects serve and uplift the lifestyle of our people," Mayor Sumabat said.

Under the law, host communities get a share of one centavo for every kilowatt-hour produced by power generating plants. Host communities propose projects and DOE releases the fund once approved. Luzon Hydro and its sister company Hedcor sponsor orientation for local government units and assist them from drafting a project proposal until the releasing of funds. To date, Luzon Hydro host communities implemented six projects amounting to P5.6 million.



**TURNOVER OF PROJECTS.** Luzon Hydro Corporation host community Brgy. Amilongan, Alilem, in Ilocos Sur recently received development projects worth P1 million as part of its benefit under the Energy Regulations 1-94. Amilongan hosts the 70-MW Bakun AC hydropower facility.

## Hedcor Bukidnon signs P10-B loan facility



**PROVEN TRACK RECORD.** The P10-B loan for the P13.3-B Manolo Fortich run-of-river power project is the first project finance transaction that did not require real estate mortgage thanks to Hedcor and AboitizPower's established value.

In what is hailed as the first of its kind, Hedcor Bukidnon, Inc. obtained a 15-year syndicated financing facility for its 69-MW Manolo Fortich run-of-river power project. The loan partially finances the project, which costs P13.3 billion. The transaction attests to the growing depth and sophistication of the Philippine debt capital markets, encouraging a commercial bank to finance a mini-hydro facility under the Philippine

government's Feed-in Tariff (FIT) regime. The transaction's innovative structure could serve as a template for other similar small to mid-sized renewable energy projects requiring financing.

Previously, deals for similar mid-sized renewable energy projects were funded mostly by equity as borrowing cost proved to be too prohibitive. The change in the regulatory framework with increased incentives for

renewable energy generation addressed market risk and significantly enhanced overall project bankability. This enabled BPI Capital to spearhead a syndicate of local banks to engage in the fledgling renewable energy space. BPI Capital acted as Sole Mandated Lead Arranger and Bookrunner for the transaction with SB Capital Investment Corp. and Asia United Bank acting as Co-Lead Arrangers.

## SNAP, NIA sign agreement for 8.5-MW Hydro Plant

SNAP-Magat signed a Memorandum of Agreement with the National Irrigation Administration (NIA) for the construction of an 8.5-MW hydroelectric power plant along the Maris Main (South) Canal in Ramon, Isabela.

The agreement is the culmination of two years of planning by SNAP's Greenfield Development Arm (GDP) Maris team led by Senior Technical Manager Andy Ana and Legal Consultant Atty. Ani Macias. The plant is SNAP's first project under GDP to reach this stage. Construction is targeted to begin in late 2015 and completed by November 2017.

The project contributes to the strategic pillar of Growing the Business and supports the renewable program of the government to ensure energy security. Other than providing additional power, the project will also improve irrigation facilities. The Maris reservoir began operating in the 1980s and has since regulated the flow of water used for irrigation.



**NEW HYDRO PROJECT.** The MOA was signed on October 20, 2015 in Mandaluyong by AboitizPower Generation EVP and COO Manny Rubio and NIA Administrator Florencio Padernal (second from left). Witnessing the signing ceremony are (L-R): NIA Deputy Administrator for Administration and Finance Estrella Icasiano, SNAP EVP and COO Joseph Yu, and SNAP CFO Eleanor Blomdahl.

## VECO stress-tests crisis management plan

- Simulation exercise showed Banilad office capable of supplying power after fire, terror attack and natural calamity
- The “Banilad Zero” plan aims to ensure team member and customer safety



**ALWAYS ON.** VECO personnel set up an emergency workstation at their Ermita substation after the Banilad Zero Simulation was activated. The simulation checks the readiness of VECO personnel in case fire, terrorist attack or natural calamity breaks out at the VECO facility in Banilad, Cebu City.

At 5:30 in the morning on October 8, the Crisis Management Plan (CMP) for the Loss of Facility (LOF) of the main office of VECO was activated. With the activation of Banilad Zero, the company's personnel immediately set up workstations in designated sites to continue its services.

The Banilad office which employs 260 team members, houses the VECO Call Center and Engineering departments. The Call Center tends to customer services via phone while the

Engineering department controls the System Operations Division. This division handles the digital switching of electricity in franchise areas.

With the official start of work at 8AM, all customer calls were already diverted to their sister company Davao Light while the VECO call center was still setting up. By 11 AM, call center operations were up and running.

By 2PM, or after 9.5 hours, all operations were declared fully running and there were no reported incidents of customer issues.

“VECO aims to resume the Banilad office's business operations within 24 hours after a destructive event or disaster,” says Atty. Jill Verallo, Head of Reputation Enhancement Department.

With an estimated customer of 1.73 million, VECO is the second largest electric utility in the Philippines. It serves the cities of Cebu, Mandaue, Talisay, Naga and four municipalities of the greater part of Metro Cebu – Liloan, Consolacion, Minglanilla and San Fernando.

## Cotabato Light joins e-billing system for customers

Cotabato Light completes the roster of AboitizPower Distribution Utilities that use the electronic billing for customers via M Lhuillier Financial Services. With convenience in mind, the online system offers a faster and reliable payment service for its 37,000 customers. Other collection partners are CIS Bayad Center, USSC Western Union, EC Pay and Cebuana Lhuillier.



# Power

## Davao Light services last three barangays in its southernmost franchise area



**SWITCH ON.** Davao Light EVP and COO Arturo Milan (5th from right) leads the ceremonial switch-on at Brgy. Buda with other company executives, representatives of the Bureau of Fire Protection, FIBECO, and the local government.

Davao Light takes over from First Bukidnon Electric Cooperative (FIBECO) the servicing of Brgys. Baganihan, Datu Salumay and Buda, giving it now full coverage of its franchise area in Davao City. Electric distribution lines and poles are now extended to these areas, which run approximately 90 kilometers from the Davao city center.

“We’re glad that we’ve finally covered the entire city of Davao. And we’re happier to tell them that Davao Light will not only provide electricity service to their community but we will also extend our corporate social responsibility projects to them, which is what we have been doing to various communities within our franchise,” said Davao Light EVP and COO Art Milan.

Before the new contracts were signed, Davao Light, together with partners Bureau of Fire Protection and the staff and officials of FIBECO conducted a series of orientations for its new customers. A ceremonial switch-on was held with the attendance of local government officials, the residents of the barangays and Davao Light team members. Davao Light has added 399 new customers to its existing base of 345,621.

## Aseagas project celebrates safety milestone



**SAFETY FIRST.** The Lian waste-to-energy project achieves 500,000 manhours without lost time accident (LTA).

Aseagas’s 8.8-megawatt biomass power project has achieved a milestone of half million manhours without lost time accident. The project employs 31 organic team members and 370 workers from different contractors. “This achievement reflects the company’s commitment to safety in its workplace, employees, suppliers and contractors involved in the project. We will strive to achieve the next safety milestone until project completion,” Aseagas COO Juan F. Alfonso said.

The Batangas-based power facility will be installed with GE Jenbacher gas engines. It will utilize organic waste from sugar cane and molasses from a nearby alcohol distillery. Aside from electricity, the plant will have by-products of CO<sub>2</sub> that can be sold to beverage companies, achieving complete “no additional waste” production. The plant will be able to generate power for an estimated 22,000 homes.

## Post-Lando response commendation



Subic EnerZone Corporation (SEZ) was commended by its customer Tropical Paradise Village for the fast restoration of power despite the damage brought by Typhoon Lando that affected the area last October.

# Banking

## UnionBank turns local SMEs to global enterprises at the Ureka Forum

- UnionBank responds by helping entrepreneurs modernize their business strategies
- E-commerce SMEs urged to go global today

More than 300 small and medium-sized enterprises (SMEs) from Northern Luzon took part in the Ureka Forum that was dubbed as “the largest e-commerce circuit in the Philippines”. Ureka Forum, which was held at the CAP Convention Center, Camp John Hay in Baguio City last October 3, was created with the aim of championing business innovation among SMEs in the digital marketplace. Using the three-pillar model of thought leadership, business development, and a platform for enterprise partnerships, the forum helped SMEs realize the potential of their businesses in the online world.

Led by UnionBank President Vic Valdepeñas and other bank executives, the e-commerce circuit featured learnings from its distinguished panel of consortium partners from the Department of Trade and Industry-CAR, Shopinas.com, Air21, Panahon TV, Accent Micro Technologies, Inc. (AMTI), PLDT SME Nation, GeiserMacLang, DragonPay, University of the Cordilleras, and e-commerce champion Janette Toral.



**EMPOWERING SMEs FOR ECONOMIC GROWTH.** UnionBank Senior Executive Vice President Edwin Bautista talks about how SMEs can create meaningful customer experiences by finding the appropriate partners to serve their business needs.

With the next leg of the forum already in the pipeline, UnionBank remains committed to its advocacy of inclusive innovation and its goal

of empowering local businesses to improve their capabilities to create bigger social and economical impact.



### UNIONBANK, SSS TO ISSUE CARDS FOR ELECTRONIC DISBURSEMENT.

UnionBank was tapped by the Social Security System (SSS) to launch the UnionBank SSS Quick Card, a VISA debit card linked to a savings account, which eliminates the need for members to line up in the bank when making their SSS transactions.

The card allows SSS members to have their salary loans and eventually their Sickness, Maternity and Employees Compensation (SMEC) benefits credited in a quick and safe manner. Aside from the crediting of salary loans and SMEC benefits, the SSS Quick Card will eventually be a channel for crediting of SSS pension and pension loans.

To avail of the Quick Card, members can go to a UnionBank kiosk at selected SSS branches, for same day processing and releasing. There will be kiosks at 16 SSS branches, with pilot kiosks in SSS Diliman, Gil Puyat and Pasig Shaw. The rest will be available in the first quarter of 2016.

# Banking

## UnionBank brings GCash Mobile Money Cash Management to underserved communities



**FINANCIAL LITERACY.** *Nanay* group meetings are now venues for conducting skills training and values formation instead of collection follow ups.

Through its Mobile Money Cash Management (MMCM) services, UnionBank helps microfinance NGOs to fulfill their goal of empowering others. One of the NGO partners is Tulay Sa Pag-unlad, Inc. (TSPI), a microfinance entity that provides loans to women so they can secure capital for small business ventures.

Using its expertise in cash management and its partnership with the leading electronic money issuer Globe GCash, UnionBank provides collection and disbursement services to TSPI at the convenience, speed, security, and nationwide reach of mobile money technology. TSPI beneficiaries, who are mostly mothers, can

now use their mobile phones to send payments or receive loan proceeds via GCash.

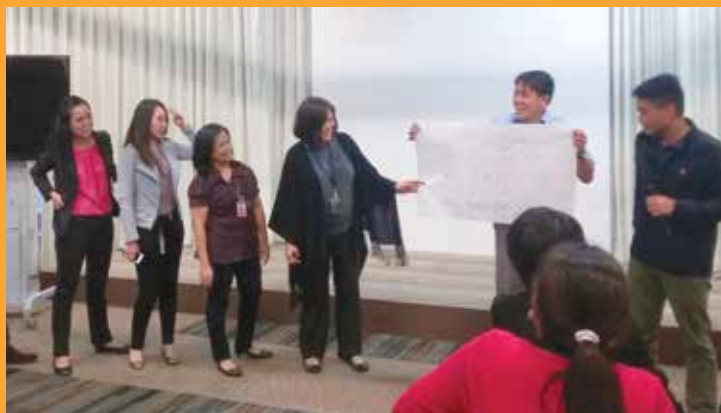
This innovation earned UnionBank the Most Innovative Cash Management Bank Award from the London-based Global Banking & Finance Review. UnionBank's MMCM was also recognized at the Celent Model Bank Awards for its unique story of financial inclusion, enabling mothers to gain access to financial services while elevating their lives and helping fulfill their dreams one mobile payment at a time. To date, MMCM has successfully processed over 4 million transactions worth over P8 billion.

## One of Asia's Best



UnionBank is one of the only seven Filipino organizations recognized at the 6th Asia Best Employer Awards ceremony held at Marina Bay Sands, Singapore. The Bank was recognized for their excellence in employee hiring, training and retention practices, and continuous innovation in building human capital. The criteria included exemplary learning and development initiatives, distinctiveness in employee hiring, training, and retention practices, and continuous innovation in the Human Resource department. To date, UnionBank is the only local bank ever honored in the history of the awards.

**BANKING ON OUR HUMAN CAPITAL.** UnionBank welcomes its second batch of candidates of the Officer Development Program (ODP). The program aims to develop a select number of Bank Officers annually through learning sessions focused on UnionBank's 19 leadership and management competencies. The candidates formed four groups, namely Team Dominus, Team Expandables, Team Chameleon, Team Roar, and Team Sequoia. They will be mentored by HR Partners and ODP advisers Hannah Contreras, Nini Ona, Val Cruz, Yen Reyes, and Tina Calderon.





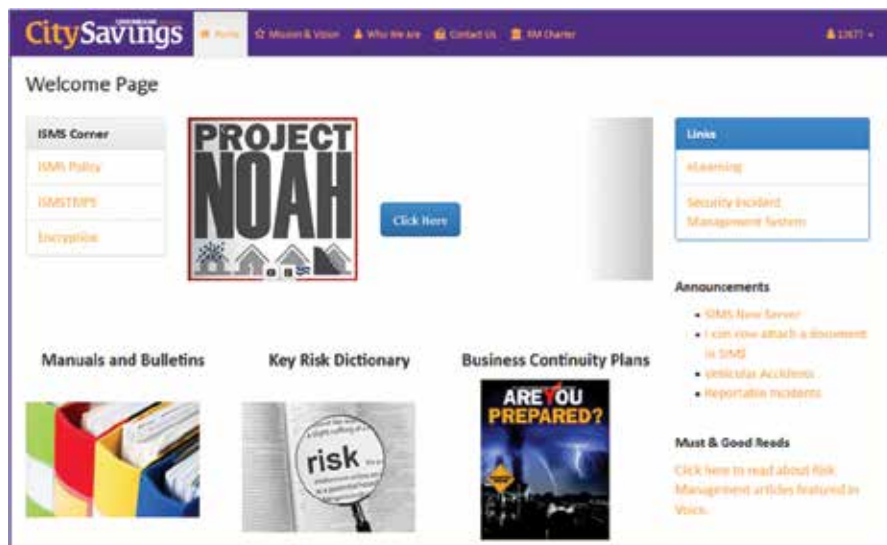
## CitySavings launches Risk Management portal

- Enterprise resiliency is essential in order to create long-term value for our stakeholders
- CitySavings enhances its understanding of managing and measuring risk

In response to the Bank's growing need to understand and manage risks, and ensure the risk-aware DNA lives on to every team member, CitySavings boosted its eLearning initiative by launching its very own Risk Management portal.

The portal features a dictionary of CitySavings' key and operational terms, risk management manuals, business continuity plans, and other announcements, circulars and information related to risk management.

The Risk Management Team, working with the MIS, also plan to improve the site by adding risk assessment and control e-forms, and risk indicator dashboards. A risk heat map is also in the pipeline, which will allow users to include and update risk register and treatment plans.



## CitySavings celebrates World Teachers' Day



**NATIONWIDE CELEBRATION.** CitySavings paid tribute to public school teachers in 84 branches all over the country.

More than two thousand public school teachers nationwide celebrated World Teachers' Day with CitySavings Bank last October. Several creative event activations were organized by 84 branches all over the country, to give honor to its major stakeholders.

CitySavings bankers went all out in offering songs of appreciation for the teachers. Snacks were served and various tokens such as bookmarks, button pins, personalized cupcakes, and canvas eco bags were shared. Teachers, in return, expressed pride in their profession along with messages of appreciation expressed on dedication walls set up at CitySavings branches.

This year's theme "My Teacher, My Hero" highlights the vital role of educators as drivers of change to deliver quality education and implement DepEd's K to 12 education reform.

## Pilmico's new Oracle system offers improved product logistics

- Oracle platform is faster, more accurate in monitoring of flour and feeds shipment nationwide
- Order-to-delivery planning is integrated with order management, logistics operations, and accounts payable processes

Pilmico has adopted Oracle Transport Management (OTM) as its new logistics system at its Iligan site. The platform is aimed at improving delivery services by providing customers with faster, more accurate information on order status through automated planning and monitoring. It also ensures product availability, which enables the company to ship and distribute both flour and feeds products to customers throughout the Philippines.

Monitoring and coordination with freight service providers and customers on delivery status and information are vital to Pilmico's operations. OTM supports all aspects of order-to-delivery planning, as well as execution and freight settlement while integrating order management, logistics operations, and accounts payable processes.

Sales orders are booked and released in Oracle OM and picked up by OTM for Transport Request creation. Following appropriate business rules defined and set up for shipment planning and optimization, a shipment would then represent the movement of freight from one location to another. It also captures all details related



**OPTIMIZED SERVICE DELIVERY.** Customers can now monitor their orders for Pilmico flours and feeds through OTM.

to the transport activity such as service provider, equipment, distance, ship unit, and freight cost. Orders to be dispatched are executed based on the planned shipment generated in the OTM, which shows the freight cost based on the shipment plan.

The OTM System enables collaborative planning and execution, providing visibility to all the stakeholders, streamlined information handling, processing and management, with a tightly managed and optimized freight cost.

## Enhanced Customer Feedback System reveals a responsive business

Every business has one thing in common: the desire to achieve higher profits and sustainable growth and by achieving this, companies are using customer feedback, both positive and negative, to an advantage.

Previously, Pilmico's Customer Feedback

System catered to the concerns of the external customers, mostly flour and feeds dealers. With the expanded enhancement, the system now serves the needs of internal customers and social media users. As a customer engagement tool, the system effectively responds to customer

need and identifying opportunities that drive business improvements. This allows Pilmicans to monitor customer preferences as well as track online leads that can be converted to sales, truly a testament to Pilmico's mission to be Partners for Growth.

## MAHALIN PAGKAING ATIN UPDATES



Ensuring sustainable entrepreneurship for farmers is at the heart of our drive to be Partners for Growth. We hope that these piglets and egg machines serve as the right tools to enable our farmer friends to uplift their lives be successful backyard farmers.

– Sabin M. Aboitiz, Pilmico President and Chief Executive Officer

### VIGAN, September 9

Continuing its strong support for sustainable livelihood and backyard farming, Pilmico donated 40 piglets to 20 local families during its Mahalin Pagkaing Atin Food and Livelihood Expo at the Vigan Convention Center in Vigan City, Ilocos Sur —a timely donation following the onslaught of Typhoon Ineng in the region last August.

Pilmico also brought together local backyard raisers, local buyers, and purchasers in its Producers Forum where they had relevant discussions on “Promoting Sustainable Livelihood Through Linkages”.



**COOKING DEMOS.** Mahalin Pagkaing Atin ambassador Chef Boy Logro with Pilmico's Chef Cynthia Durian (Right) and Chef Norlibeth de Leon (back) whip up their famous siomai to teach the audience how to start their own business.

### ILIGAN, September 24



**SHARING INSIGHTS.** Bryan Taala of Taala Farms introduces the egg machine and its benefits of having one in your backyard.

Sustainable livelihood and backyard farming were also the order of the day at the Mahalin Pagkaing Atin event in Lanao del Norte where 10 families each received 2 piglets while another 10 families each received egg machines.

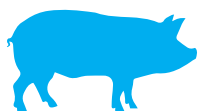
### DUMAGUETE, October 9



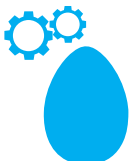
**PACKED AUDIENCE.** Sibulan Multi-Purpose Building was packed with participants eager to learn through the seminars and cooking demo.

Mahalin Pagkaing Atin Food and Livelihood Expo responded to the livelihood needs of kaiguonon in Negros Oriental and Siquijor by donating 10 piglets and 6 egg machines to 11 pre-screened beneficiaries.

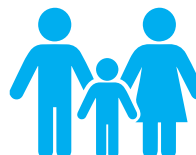
## By the numbers



**736**  
Piglets



**215**  
Egg  
Machines



**373**  
Beneficiary  
Families



## AboitizLand unveils Amoa

- New residential project features traditional Filipino houses fused with minimalist modern architecture
- Project site development starts in the first quarter of 2016



**COMMUNITY OWNERSHIP.** AboitizLand VP for Marketing John Amon says Amoa comes from the Visayan word for “ours,” evoking a strong sense of community.

AboitizLand has launched its most recent residential development, Amoa, last October 23 at the SM City Cebu Northwing Atrium.

Amoa is designed as a 60-hectare premier mid-end horizontal village in Brgy. Tamiao, Compostela, Cebu and evokes a profound sense of pride, ownership, and community as it offers wide vistas, networked open areas, and rain gardens covering almost half of its total land area.

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

The new development sets the stage for

life-scale balance for a nurturing community. It is also planned around superior and numerous amenities, which include a clubhouse, grand lawn, three swimming pools, children's play area, basketball court, transit hub and commercial strip, entrance plaza, guardhouse, and themed pocket parks.

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



**OPEN SPACES.** Prospective buyers check out a scale model of Amoa.

“ours.” AboitizLand has set site development by first quarter of 2016 and expects to finish the project by fourth quarter of 2017.

## iRewards Program offers flexible benefits for AboitizLanders

- Users have the option to choose their own benefits package plan
- The program rewards team members who help in AboitizLand's talent attraction initiatives

AboitizLand's HR department has implemented a flexible benefit plan called the iRewards Program that allows

employees to become active participants in choosing their own rewards, such as items or services.

The program is a way for team members to have an engaging rewards and recognition experience by gaining points through the following HR programs: Employee RAP, STEP Awards, iCare Awards, sales incentives, birthday tokens, and Christmas gifts.

A special activity last September 18 at the Aboitiz Corporate Center AVR in Cebu City introduced iRewards to team members. The event also introduced the iRewards Elite Partner RAP Program wherein for every successful hire referred, external partners are rewarded with points that can be converted to items or discounts on AboitizLand properties.

The iRewards Program seeks to encourage AboitizLand's high-performance culture that contributes to an assuring organization.



**NEW OPTIONS, BETTER BENEFITS.** AboitizLanders flash their biggest smiles knowing they now have the freedom to choose the best benefit plan for themselves.

## AboitizLand hosts free household services training for Pristina North

AboitizLand and TESDA-7 gave 33 household staff from Pristina North a free training program to enhance their knowledge and skill sets in housekeeping and household services.

Nanny Program 2015 held a day-long training for household helpers and nannies through demos on proper delivery of household services such as cleaning the kitchen, bed, bathroom, living, and dining rooms, laundry and pressing, and preparation of hot and cold meals and drinks.

The program aligns with AboitizLand's brand promise of nurturing communities by providing vecinos (Spanish for neighbors; AboitizLand's term for its clients, homeowners) the added assurance of more efficient and values-based services from their household staff. This, in return, provides vecinos more efficiently-managed homes and an easier and more convenient lifestyle.

Pristina North, together with its house-and-lot sector Pristina North Residences, is a flagship AboitizLand project located at the foothills of Talamban, Cebu City.



**DAY OFF.** Pristina North helpers learn new and better ways to perform more efficiently while interacting and having fun with one another.

## Republic Cement celebrates everyday heroes

Marcial Tan Angkok, 73, is a father with cerebral palsy. He braved the everyday commutes just to ensure his two daughters get to school safely. Simple tasks like taking public transportation can be difficult due to his speech and movement impairment. He was undeterred and even established an organization for Persons with Disabilities (PWDs) in his community—organizing livelihood seminars and actively soliciting assistance from government offices and various organizations.

Mateo Doctor, 63, learned to support himself at an early age, juggling work and school. His life began to turn around when he enlisted as Airman in the Philippine Air Force and underwent training with the Philippine Marines and eventually got assigned to the Presidential Security Command. He completed his Public Administration degree while he was on active duty. He served in different units



**IN THEIR OWN WALK.** (From left) Marcial Tan Angkok, Jeffrey Delos Santos, and Mateo Doctor finalists in its “Republic Tibay Mo, Inspirasyon Ko!” contest, which salutes the Filipino’s fortitude and perseverance.

around the country and abroad including a peace-keeping stint with the United Nations before retiring as a colonel.

Jeffrey Delos Santos, 28, lost his eyesight when he was just 9 years old. He continued to go to school despite his disability, eventually completing an Access Technology English Communication and Music Transcription from STI. He currently works as a massage therapist for Vibes Massage, a social enterprise that

employs the blind. Delos Santos was also able to send his sister through college and regularly helped in the treatment of his father.

These everyday heroes personify the tibay legacy of RCBM. “Angkok’s, Doctor’s and Delos Santos’ perseverance will leave a lasting legacy among their families and communities, like the durable structures built with REPUBLIC Cement that last generations.” Victor Janolino, RCBM Vice President for Marketing said.

## New LLDA building uses Republic’s green roofing material



**PASSIVE COOLING.** The building’s 150 square-meter Bio Roof helps reduce cooling needs through shading and insulation.

Laguna Lake Development Authority (LLDA)’s newly-unveiled two-wing, four-storey building has the country’s first Bio Roof, — an enhanced green roof system that mitigates the negative effects of urban land use. This is the latest innovative offering from RCBM, trusted leader in innovative construction. LLDA availed of RCBM’s newest innovation in line with its intention to be environmentally responsive in building its new cityscapes and building structures.

The Bio Roof, unlike container gardens where plants are grown in pots, is integrated within the building’s structure. Its vegetative layer protects the waterproofing membrane from climatic extremes, ultraviolet ray exposure and mechanical damage, and significantly increases the lifespan of the roof. The roof has many benefits including improved cooling, better energy efficiency and water management, and the conversion of idle roofs to green spaces.

Engineer Erickson De Guzman, Facilities Manager of LLDA, says that the Bio Roof has also helped them become more efficient with water conservation. “The aggregates in the Bio Roof hold the water and nutrients for the plants and reduces our watering cycle to only three times a week,” De Guzman says, referring to BioMix, the solution’s topmost layer composed of a special lightweight growing medium that enables stable anchorage of plants’ roots and provides sufficient water-holding capacity.



# Infrastructure

## CRH CEO and executives visit AEV Headquarters

Irish building materials leader CRH plc CEO Albert Manifold, accompanied by other officers, met with Aboitiz Equity Ventures (AEV) President and CEO Erramon I. Aboitiz and other AEV executives during his business trip to Manila last October 21. CRH is the Aboitiz Group's strategic partner in acquiring ownership of Republic Cement & Building Materials, Inc (RCBM).

Both parties discussed their vision and expectations for the joint venture. Manifold and the other CRH executives also paid a visit to RCBM facilities.



**WELCOME TO MANILA.** In photo are: (Standing, from left) CRH South East Asia Development Director Peter Edwards, CRH Asia President Ken McKnight, CRH China Country Director Peter Buckley, Pilmico President and CEO Sabin Aboitiz, AEV SVP and Chief Strategy and Investment Officer Robert McGregor, RCBM President and CEO Don Lee, CRH Group Performance Strategy Director Noel O'Mahony, AEV FVP Business Development Roman Azanza, AEV SVP and Chief Financial Officer Dmi Lozano, CRH Europe Materials Development Manager Garrat Rogan; (Seated, from left) AEV President and CEO Erramon Aboitiz, CRH Group CEO Albert Manifold, and AEV SVP and Chief Reputation and Risk Management Officer Susan Valdez.



**MEETING OF BUSINESS PARTNERS.** (Clockwise from top left): Peter Buckley and Noel O'Mahony; EIA and Albert Manifold; Don Lee accepting tokens from Roman Azanza; and Peter Edwards and Garrat Rogan.

# Infrastructure

## CRH, AEV, and RCBM meet PNoy at the sidelines of Paris conference

President Benigno S. Aquino III recently met with representatives from CRH, AEV and Republic Cement and Building Materials (RCBM) at the sidelines of the United Nations Climate Change Conference in Paris.

CRH Asia President Ken McKnight, CRH Group SVP for Group Strategy & Development Noel O'Mahony, Republic Cement Services CEO Don Lee, and AEV FVP Roman Azanza updated Mr. Aquino on key developments after the successful acquisition by CRH and AEV of Lafarge Republic Inc., now renamed RCBM.

AEV's investment in RCBM represents the Aboitiz Group's long-term commitment to support the country's infrastructure needs and to participate in nation building in a big way. The strategic AEV-CRH partnership combines Aboitiz's local business knowledge and experience with CRH's global expertise in the cement industry.



**IRISH INVESTMENT IN THE PHILIPPINES.** Philippine President Benigno Aquino III met with CRH Asia, RCBM, and AEV executives at the Louise Lumiere Conference Room, Hotel Scribe on Tuesday, December 1 in Paris. (Photo courtesy of Malacañang Photo Bureau)

## Meet the General Manager of Apo Agua

Cirilo "Ones" Almario III joins the Aboitiz team as General Manager of Apo Agua Infraestructura Inc., the joint venture between AEV and J.V. Angeles Construction Corporation (JVACC). Apo Agua will build the country's largest private bulk water supply facility with a fully renewable energy-powered water treatment plant. He has eight years of solid experience in operations management under his belt. Management at the Asian Institute of Technology in Thailand. Below are snippets of our online interview.

**AE: How do you see Apo Agua contributing to the overall strategy of the Group?**

**Ones:** Apo Agua paves the entry of Aboitiz into the water business. We will own the "water-energy nexus" strategy wherein we produce our own renewable and sustainable energy to power the water treatment facility. We will define and innovate water service

provision in the Philippines.

**AE: You have a unique nickname. Why Ones?**

**Ones:** Ones is a contraction of the fruit "lansones". My mom just gave birth to me and during viewing time, my then 3-year old cousin blurted out "Ones, Ones!" which was how he pronounced "lansones". Apparently, I looked like a "lansones" to my cousin. The whole family was laughing and all agreed to call me Ones since then.

**AE: What are your hobbies?**

**Ones:** I play competitive badminton, volleyball, bowling, and table tennis. Just 2 years ago, I started a new hobby, mountain biking. My weekends are strictly spent with family. My two hyperactive boys drain me more than an equal amount of time I spend on sports.

**AE: Lastly, tell us a trivia about yourself?**

**Ones:** In my college fraternity, I met a Cirilo Almario, Jr. And I thought my name



was unique. When we had to secure a "Not-the-Same-Person" certification from the Bureau of Immigration, we found out that another person shares the same name. Unfortunately, that other Cirilo has a hold departure order because of an existing murder case filed against him.



## Metaphil Recognition Night 2015

“ I was asked to inspire you but I end up being inspired by you.  
– Jim Aboitiz, Chairman, Metaphil

Some 350 kaubans from Mandaue, Balamban, Metro Manila, and various project sites attended Metaphil's Recognition Night last September 25 at Casino Español in Cebu City.

Metaphil President and CEO Nap Pe welcomed all the kaubans who showed up in their magical best for the event's theme 'The Magical Night' with a speech quoting David Russell: "The hardest thing in life is to know which bridge to cross and which bridge to burn."

Indeed, the evening was dedicated to recognizing service awardees and business

partners who have crossed the bridge with Metaphil through their continuous and loyal service throughout the years.

"I was asked to inspire you but I end up being inspired by you," Metaphil Chairman Jim said, beaming at the audience. "With construction as a volatile business, Metaphil has proven to be very driven, resilient, and consistently striving for success, looking for what it must do to move forward. The bugsay works very well." He also added that a bright future awaits Metaphil with the partnership with AboitizLand in the housing industry and other opportunities for being the 'contractor of choice'.

The highlights were honoring the service awardees, individual special awards, performing teams, best managed projects, and the most valued supplier, subcontractor, and partner.

The awards were handed by Chairman Jim Aboitiz, President Nap Pe, and Metaphil Board Member Anton Perdices.

Recognized as Best Managed Project was PEGSEA in Naga, Cebu, managed by Leogardo R. Tampos. Also recognized were Megapaint Corporation as Most Valued Supplier, J.E. Abraham C. Lee Construction & Development as Most Valued Subcontractor, and TESDA Region 7 as Valued Partner.



AN EVENING WITH KAUBANS. The Metaphil family gathered for a special opportunity to fellowship with one another and pay tribute to the best among its ranks.



# Corporate Social Responsibility

## Year-end CSR Forum charts key priorities for 2016

Aboitiz Foundation gathered 80 CSR practitioners from across the Group for its year-end CSR Forum last November 23. The forum elaborated on AFI's Strategic Pillars of Program Development, Stakeholder Engagement and Capability Building.

### 2016 AFI STRATEGIC PILLARS

**VISION : To be the neighbor of choice**

**Mission: To help people help themselves**

#### PROGRAM DEVELOPMENT

GOAL: To increase social impact through sustainable programs in Education, Enterprise Development, Environment, Health & Well-being

##### Strategies:

- Identify flagship projects
- Measure, monitor, and report social impact through KPIs
- Move closer to CSR 2.0

#### STAKEHOLDER ENGAGEMENT

GOAL: To strengthen stakeholder engagement through effective communications and partnerships

##### Strategies:

- Support BU stakeholders
- Participate in broader public and private sector initiatives for collective impact (PDRF, PBSP, LCF, PCNC, CARD, AGAPP, AF, PBE, UNISDR)
- Inform, educate and engage stakeholders through communications and campaigns

#### CAPABILITY BUILDING

**(BUILD HUMAN CAPITAL & EXECUTION EXCELLENCE)**

GOAL: To build organization capability through better people, systems, and processes

##### Strategies:

- Enhance MoSys
- Implement QMS & RACI
- Competency training for AFI Team and BU CSR representatives
- Measure program management effectiveness

### 2016 CSR Strategic Pillars and Strategy

#### – Susan Valdez, President, AFI

- Focus on the social impact of our CSR programs on the lives of our beneficiaries and the positive changes that happened as a result.
- Embed CSR and sustainability into our organizational culture as both can have a material effect on our company's risk profile, performance potential, and reputation, and hence have a financial impact on our performance.
- Create bigger impact through collective action. Move into bigger partnerships with public and private sectors.
- Actively engage stakeholders through effective communications and campaigns
- Build internal competency through

better people, systems, and processes.

- Evolve to CSR 3.0, which is to Create Shared Value. This means generating value for business and society by addressing societal needs as a core part of strategy.

#### Sustainable Development Goals (SDGs)

##### – Titon Mitra, Country Director, United Nations Development Program (UNDP)

- The top 5 issues for Filipinos according to UNDP survey: good education, healthcare, affordable & nutritious food, better job opportunities, and honest and responsible government. The Aboitiz Foundation is able to contribute in 4 out of these 5 issues.
- The newly launched 17 Sustainable

Development Goals (SDGs) have 169 indicators. Each indicator will have a set of targets that will be launched in March 2016. Next step is to identify which of the 17 SDGs the Aboitiz Group can help address.

- One of UNDP's deliverables is to establish a knowledge hub, which will house the best practices of the private sectors.

#### Aboitiz BU's CSR Scorecards

##### – Sonny Carpio, COO, AFI

- Project implementation status per BU: As of November 23, 24% or 71 of the 297 projects have been turned over while 43% or 127 are ongoing. The remaining 33% or 99 have yet to be started.
- Early approval of projects and integrating CSR planning into BU strategic planning

# Corporate Social Responsibility



**MOVING TOWARDS CSR 2.0.** The participants of the year-end CSR forum gather together to take stock of groupwide accomplishments as well as to chart key priorities in 2016.

results to earlier implementation of projects.

- Following BIR ruling, funds allocated for this year should be spent during the year.
- Further improve the monitoring process by automating project status in Mosys.

## **Achieving CSR 2.0**

### **– Danny Cerence, AVP, AFI**

- Careful planning is needed to develop projects that address parameters for CSR 2.0
- **Examples of CSR 2.0 projects:**
  - To date, Pilmico's Mahalin Pagkaing Atin has been to 15 provinces, distributed 200 egg machines, 650 piglets, 15 agripots, and benefited 300 families. To demonstrate social impact, family income is intended to improve as a direct result of the program.
  - Davao Light's Project e.Lab is a training and assessment facility for the Electrical Installation and Maintenance (EIM) course where trainees become certified electricians. The plan is to have the course accredited by TESDA and help them obtain NC II certification, which will increase employability.

## **Flagship Projects**

### **– Sonny Carpio, EVP and COO, AFI**

- 10 flagship projects were identified. These include: TecVoc High Schools, Special Science Elementary Schools, Purposive College Scholarship, Rewiring of classrooms, Mahalin Pagkaing Atin, Micro-finance for livelihood projects in partnership with CARD, Tree planting (A-Park), Race to reduce (R2R), Water project (PBSP Water Alliance), Disaster risk reduction & preparedness
- Social impact KPIs will be tracked year-on-year; results will be used to evaluate program effectiveness, communication/storytelling and engagement.
- KPIs include employment after graduation, Increase of households benefited, Increase in income (year-on-year)

## **Communications and Campaign**

### **– Judd Salas, AVP, Corporate Branding and Communication**

- Tell our CSR story through clear and consistent messaging using all possible communication channels.
- Storytelling has to be engaging, using "infotainment" style.

## **Microfinance**

### **– Jennifer Sabianan, Enterprise Development Manager, AFI**

- We are finalizing the last steps in sealing the CARD Inc., partnership. With CARD's technical competency and network, the enterprise development program will have wider coverage and bigger impact.
- CARD has a track record of 99% collection efficiency and we can learn from their best practices.

## **Process Review**

### **– Karen Sangco, Administrative Manager and Riza Madrid, Accounting Manager**

- Key processes were discussed: Donations & CSR Allocation, Project Management Cycle, Documentation Requirements, Request for Fund Releases/Reimbursements
- Processes need to be documented, continually improved for better coordination among BUs.
- Enhance MoSys functionalities to include on-line project proposal and automated report generation.

# Corporate Social Responsibility

## EDUCATION

### DepEd recognizes Aboitiz Group's education initiatives

- Strong commitment to education aims to make all Filipino children lifelong learners
- The Aboitiz Group is DepEd's biggest and long-standing contributor in improving the country's public education



**PROUD PARTNER.** Aboitiz Foundation EVP and COO Sonny Carpio III receives the plaque of appreciation from DepEd Secretary Armin Luistro and Undersecretary Mario Deriquito.

During its 2015 Appreciation Program for Education Partners event last October, the DepEd recognized the Aboitiz Group for its significant contribution to the improvement of the country's public education system. DepEd Sec. Bro. Armin Luistro awarded Certificates of Appreciation to Aboitiz Foundation, AboitizLand, CitySavings, Cotabato Light, Davao Light, Hedcor – Benguet, Hedcor – Davao, Hedcor – Sibulan, Luzon Hydro, Pilmico, and VECO. This follows the agency's recent pronouncement of Aboitiz as its biggest and long-standing contributor, by far, extending assistance from kindergarten to college and beyond.

### New 'Silid Pangarap' for ComVal, Ilocos Sur, and Cebu preschoolers

Aboitiz Foundation, together with four Aboitiz business units, recently donated another set of AGAPP Silid Pangarap kindergarten classrooms in Compostela Valley, Ilocos Sur, and Cebu.

Last August, Therma Marine, Inc. turned over two Silid Pangarap classrooms to Concepcion Elementary School in Maco, Compostela Valley.

Another two classrooms were built by Luzon Hydro Corporation in Ana-ao Elementary School in Alilem, Ilocos Sur in October.

Also last October, both VECO and AboitizLand each completed two-classroom AGAPP Silid Pangarap school buildings. VECO turned over the facility to Tabok Elementary School II in Tabok, Mandaue City and AboitizLand donated the other set to Tamiao Elementary School in Compostela.

These classrooms are part of the 40 classrooms in total which are set to be completed by the Aboitiz Group this year.



**TURNING A NEW PAGE.** Preschoolers of Ana-ao Elementary School have access to a wealth of new reading materials at their own Silid Pangarap brought to them by Luzon Hydro Corporation.



# Corporate Social Responsibility

## EDUCATION

### With Honors

Aboitiz Foundation congratulates its latest batch of scholars who graduated with degrees in Accountancy and for passing the PRC board exams for Certified Public Accountants. "Everything that Aboitiz Foundation asks us to do is the same thing we want for ourselves – to be passionately driven: driven to excel, driven to lead, and driven to serve," shared John Edward Ramirez, an Aboitiz Foundation scholar since high school and Magna Cum Laude from University of San Jose – Recoletos in Cebu City.

#### CERTIFIED PUBLIC ACCOUNTANTS CPA Licensure Examinations 2015



**Kristie Jane Amacna** (University of San Carlos), CPA  
**Giah Villahermosa** (University of San Carlos), CPA  
**Jojo Denlauso** (University of Cebu), CPA  
**Harold Sapues** (University of Cebu), CPA

#### GRADUATES Bachelor of Science in Accountancy (October 2015)



**Jade Casayas** (University of San Jose-Recoletos), Magna Cum Laude  
**Jojo Denlauso** (University of Cebu), With Distinction  
**Rommel Liesol** (University of San Jose-Recoletos), Magna Cum Laude  
**John Edward Ramirez** (University of San Jose-Recoletos), Magna Cum Laude  
**Rosedell Villocido** (University of San Jose-Recoletos), Magna Cum Laude

### Achievements through principle: A VECO scholar's story

For three years now, the Panlambo Bakeshop has been a source of livelihood for 200 families in Brgy. Cambinocot, Cebu City, and they have a youth leader to thank.

The business was founded by Adriel Gamier Sanchez, a college student at the time, and his teammates using the P200,000 seed money from the first Aboitiz CSR Proposal-Making Competition. They designed the bakeshop's business structure and assisted the community in sustaining its operations.

"As young as we are, we need to contribute to society. I've learned that this contribution must not also be just limited to our field of expertise," shared Adriel, a scholar of Visayan Electric Company (VECO) who recently graduated magna cum laude with a degree in industrial engineering.

His innate leadership and passion to serve have brought accolades to Adriel — Ten Outstanding Students of the Philippines. The Outstanding Cebu City Youth Leader, and Outstanding UNESCO Club Youth Leader to name a few.

"I've learned not to focus on my achievements but on the principles I stand for," he emphasized, choosing instead to put the scholarship to good use.

To complement education CSR initiatives such as scholarship programs, VECO and Aboitiz Foundation encourage scholars like Adriel to participate in activities that benefit greater society such as tree-planting activities and outreach events that benefit the communities.

"Before, awards were all there was but Visayan Electric Company helped motivate me to give back to society."



**BEYOND AWARDS.** "I've learned not to focus on my achievements but on the principles I stand for." His values speak eloquently on why VECO scholar Adriel Gamier Sanchez was chosen for honors such as the Ten Outstanding Students of the Philippines (TOSP), The Outstanding Cebu City Youth Leader, and Outstanding UNESCO Club Youth Leader.

# Corporate Social Responsibility

## EDUCATION

### SNAP agreement creates two education projects in Ramon, Isabela

SNAP-Magat signed Memoranda of Agreement turning over two education projects to the Municipality of Ramon, Isabela last September 15.

The first project will fund tools, instruction materials, and fees of students, mostly out-of-school youths, persons with disabilities, and indigent women under the Centralized Community Based Skills Training (CCBST) program.

The other agreement, in partnership with the local government of Ramon, covers the renovation of the San Sebastian Community Center, which will benefit 400 households in the barangay as well as 750 students and 30 teachers who use this as venue for community gatherings. The facility also serves as an evacuation center for emergencies.

Ramon Mayor Wilfredo Tabag, Vice Mayor Dennis Jon Dela Cruz, Sangguniang Bayan members, as well as students and instructors of the training center were present at the signing. SNAP-Magat was represented by AVP and Plant Manager Willy Ferrer and Senior Supervisor for Community Relations Ness Adsura.



**A PACT TOWARDS EDUCATION.** SNAP-Magat AVP and Plant Manager Willy Ferrer together with representatives from the Municipality of Ramon, Isabela at the signing ceremony of two education projects for the locale.

### Cotabato Light distributes scholarships to high school students

Cotabato Light and Aboitiz Foundation signed an agreement last August 28 to provide scholarships to students from various public high schools within its service area. The educational assistance for each student ranges from P3,000 to P6,000 and has had 35 beneficiaries within the first quarter of 2015. The amount helps cover tuition fees, school supplies, transportation allowance, and other school-related expenses. The scholars may also be candidates for the College Scholarship Program.



**MAKING OPPORTUNITIES COUNT.** Cotabato Light's HR/RED Manager Anna Lea Lee Nataño (center) with secondary students during the turnover of educational cash assistance.

**IN SUPPORT OF LUMAD SCHOLARS.** Davao Light's Community Relations Manager Fermin P. Edillon and EVP and COO Arturo M. Milan turned over P200,000 to AdDU-MICD represented by its president Fr. Joel Tabora. They are joined by GWFDA's Salome Ampon and AdDU-MICD's Perpevina Tio at the signing of the Memorandum of Agreement on capacity building for the Matigsalog Tribe in Brgy. Gumitan last September 8 at the Ateneo de Davao University campus. Since 2003, Davao Light has been providing support to the Lumad youth through AdDU-MICD, helping them earn college degrees, with some finding gainful employment in the private sector while others are pursuing postgraduate degrees.



# Corporate Social Responsibility

## EDUCATION

### Davao Light's new e.Labs enhance training for budding electricians

Four schools in Davao City each received the first-ever batch of electrical laboratories or e.Labs from Davao Light and Aboitiz Foundation. With growing demand for these specialists, well-equipped e.Lab workshops will help develop students into more skilled electricians. The company is also working with TESDA to have the e.labs as accredited assessment centers. The e-labs are in Davao City National High School, Bernardo Carpio National High School, Crossing Bayabas National High School, and Panabo National High School and Davao Light is committed to seven more by the end of the year.



**FUTURE ELECTRICITY SPECIALISTS.** Students of Davao City National High School (DCNHS) try their hand at some of the electrical training equipment in their new e.Lab following turnover of the facility to their school last October 16.

### Davao Light concludes Videomaking Contest

Davao Light concluded its second student Short Videomaking Contest with University of Southeastern Philippines (USEP) taking the top prize for its entry 'Streetlight' and receiving a cash prize of P35,000 along with a plaque and medals. Second prize went to Holy Cross of Davao College (HCDC) with their entry 'Powersquare' while Ateneo de Davao University (ADDU) took third prize with 'Aurora'. The groups received cash prizes of P25,000 and P15,000, respectively. This year's competition carried the theme 'How Electricity Changes Lives' and aims to help educate fellow youth on the importance of electricity.



**VECO REWIRING PROJECTS BENEFIT MORE SCHOOLS.** Led by VECO's Reputation Enhancement Department – Community Relations in partnership with Aboitiz Foundation, the project allocated a total of P5.7 million in the third quarter of 2015 to rewiring 354 classrooms in 11 schools.



**POWERED BY SAFETY.** In line with AboitizPower's goal to help energize the nation and build a reliable and conducive learning environment, 20 public schools benefited from the company's Rewiring Project through the help of CEBECO III, awarded during the ceremonial turnover last October 17. "AboitizPower will definitely be the future supplier and partner of CEBECO III. We thank AboitizPower and the Aboitiz Foundation for partnering with us in building greater improvements in our communities through the CSR programs," shared CEBECO III General Manager Joemoy Fortich in his speech at the turnover ceremony.



# Corporate Social Responsibility

## EDUCATION

### CitySavings celebrates Project TeACH milestone

In celebration of National Teachers' Month, CitySavings Bank partnered with the Coalition for Better Education (CBE) in organizing the 21st Century Teacher Forum held at the Meralco Little Theater, Ortigas, Pasig City.

With the theme Living the Dream: Becoming a 21st Century Teacher, the forum was a gathering of CBE-trained teachers and educators from their past programs, one of which is CitySavings' signature Corporate Social Responsibility (CSR) initiative Project TeACH (Teach, Aspire, Challenge, Help). The forum was attended by public school teachers, educators, Project TeACH alumni as well as other CBE trained teachers from programs in partnership with One Meralco Foundation (OMF), Microsoft Philippines, and Globe Telecom.



**TEACHER-INNOVATORS.** Pasig City public school teacher Michael D. Morella shared how Project TeACH equipped him with skills which integrate technology in the learning environment, and weaving it into authentic, project-based learning (PBL) activities.



Project TeACH helped to ignite the fire in me to be an innovative teacher today. It simply made me realize that we, teachers, can come up with different strategies that will change the usual expectations of pupils when it comes to learning. Being part of the Project TeACH inspired me to strive harder for the benefit of my learners.

—Mona P. Dela Cruz, Math and Science public school teacher/ Project TeACH champion



Project TeACH made me become an innovative educator and a 21st century teacher. It equipped me the knowledge, skills and disposition in the integration of ICT in the teaching and learning environment using Project Based Learning (PBL). It helped me realize that we have to be innovative in creating a learning community that answers high complex problems of society. It inspires me to give the best and only the best to my students.

—Michael D. Morella, Grade 9 Araling Panlipunan public school teacher /Project TeACH champion



### GoBeyond Communities South Luzon adopts Batangas elementary school

UnionBank's Go Beyond Communities Volunteers from South Luzon Cluster reached out to Balete Relocation Site Elementary School in Lipa City, Batangas to repaint facilities and distribute brand new notebooks, pens, crayons, and other school supplies to 100 schoolchildren. The visit brought out the true meaning of sharing for the group of 21 UnionBank volunteers—led by GBC South Luzon Cluster 4 Champ Roel Brion and BM Batangas Betty Lazaro and their families. The activity enabled UnionBankers to evaluate the community's situation and determine the help Go Beyond Communities can further extend.



**BATANGAS AND BEYOND.** GBC South Luzon Cluster volunteers gather for a photo with the students of Balete Relocation Site Elementary School in Lipa City, Batangas.

# Corporate Social Responsibility

## ENTERPRISE DEVELOPMENT

### Aboitiz Foundation's loans support entrepreneurs nationwide

Aboitiz Foundation's enterprise development program continues to broaden its impact by reaching out to more organized groups and cooperatives throughout the country with the aim of revitalizing entrepreneurship in the countryside.

Recently, the Foundation partnered with Hedcor, Inc. to provide P1 million

each in microfinance loans to Benguet-based Thanksgiving Multipurpose Cooperative and Barangay Alapang Multipurpose Cooperative (BALMUCO). These loans have been earmarked to improve the coops' respective swine fattening and water system businesses.

Meanwhile, another P3.3 million were loaned to seven partner organizations in

Cebu: Tabla Multipurpose Cooperative, Uling Multipurpose Cooperative, Rural Settlers Multipurpose Cooperative, Sagip Multipurpose Cooperative, Kapunungan sa mga Banikanhong Mag-uuma alang sa Ekonomikanhong Kalambuan (KABAMEKA), Cambinocot Multipurpose Cooperative, and San Roque Parish Multipurpose Cooperative.

Last September, the Foundation also signed five new loan packages with a combined investment of P2.2 million to build up capital for Mindanao-based cooperatives Entre-Workers Multipurpose Cooperative, Iligan Wood and Bamboo Manufacturers (ILWOBAMA), Mikro and Hindang Farmers Multipurpose Cooperative, Association of Differently-Abled Persons Multipurpose Cooperative, and Mapaang Multipurpose Cooperative.

In 2015, Aboitiz Foundation, partnering with Aboitiz Group business units, has released a total of P23.8 million in loan packages to 27 different cooperatives with close to 3,000 beneficiaries nationwide. In addition to financial support, the Aboitiz Foundation also trains members of partner organizations to ensure that they learn the necessary skills in making their livelihood projects successful



**BEYOND FINANCIAL ASSISTANCE.** Aboitiz Foundation Manager for Enterprise Development Jennifer Sabianan and Hedcor Assistant Vice President Dan Rey Faelnar sign the agreement granting loan packages to BALMUCO officers headed by Chairperson Leticia Alupias.

### Davao Light, AdDU-MICD MOA benefits Matigsalog tribe women's coop

Davao Light signed a memorandum of agreement (MOA) last September 3 with Ateneo de Davao University-Mindanaon Initiative for Cultural Dialogue (AdDU - MICD) for a capacity-building project for the Matigsalog Tribe in Brgy. Gumitan, Davao City.

Recognizing the potential of the community, the Davao Light team headed by Community Relations Manager Fermin Edillon sought to create a sustaining project for the Gumitan Women Farmer Development Association (GWFDA). The MOA will provide the cooperative with livelihood, technical assistance, and training necessary in operating the solar charging station, allowing them to achieve measurable and sustainable results.

Through these projects, Davao Light hopes to sustain the culture of our Lumad tribes while helping them cope with the fast-changing society.



**PARTNERING TO UPLIFT LIVES.** Davao Light's Community Relations Manager Fermin P. Edillon, with GWFDA's Salome Ampon and AdDU-MICD's Perpevina Tio.

# Corporate Social Responsibility

## HEALTH AND WELL-BEING

### Aboitiz donations benefit 2,500 Lando-stricken families in Luzon

The Aboitiz Group, aided by its business units (BUs) and Aboitiz Foundation, quickly mobilized its resources to assist nearly 2,500 families affected by Typhoon Lando in north and central Luzon.

As of November 1, Pilmico Animal Nutrition has distributed 650 relief packs in Tarlac and 190 relief packs for families in evacuation centers in Cabanatuan and Gapan Cities in Nueva Ecija. Hedcor Benguet also donated 40 relief packs to families affected by the reported landslides in Bakun, Benguet while AboitizPower (Negron Cuadrado) donated 1,600 relief packs in five barangays in San Marcelino, Zambales. Each relief pack contained essential food items such as biscuits, sardines, corned beef, coffee, and rice, among others.

All in all, the Aboitiz Group's commitment to Typhoon Lando relief operations has reached in excess of P809,000, reflecting the joint efforts of Aboitiz BUs and Aboitiz Foundation.

Typhoon Lando made landfall in Casiguran, Aurora last October 18, affecting over 666,000 families in Luzon and causing 956 flooding incidents monitored in affected provinces as of October 28.



**POST-LANDO RELIEF.** Residents of Nueva Ecija receive food relief packs from Pilmico and Aboitiz Foundation team members in the aftermath of Typhoon Lando that swept through central Luzon last October 18.

### Bread and a story to share

Pilmico invited a group of partners to visit beneficiary schools and share stories for the Pilmico Kutitap Feeding Program's Storytelling Edition launched last July 15.

Excited kindergarten students from Villa Verde Elementary School, Kiwanan Elementary School, and Sta. Elena National High School Iligan City gathered around Pilmico Iligan's partners for the special storytelling session, complemented by servings of bread.

The story about where bread comes from tells of the farmer who cuts the grain, the miller who grinds it into flour, and the baker who bakes it into bread for children to eat.

Such a way of sharing tales with children helps them remember some important lessons and, at the same time, sparks their imagination, stimulates curiosity, and helps with brain development.



**TELLING TALES WITH FOOD.** Pilmico's Jay Pee Ogaya of Feeds Quality Assurance and Nutrition department started the bread storytelling with kindergarten students of Sta. Elena National High School in Iligan City.



# Corporate Social Responsibility

## OTHER INTERVENTIONS

### Davao Light Kaibigans join Gawad Kalinga's 'Bayani Build'

Last September 5, around 112 Davao Light team members rolled up their sleeves for the 'Kadayawan Bayani Build' to help construct houses for Gawad Kalinga (GK) beneficiaries at the GK Village Relocation Site in Los Amigos, Tugbok District, Davao City.

The spirit of volunteerism was felt on the Bayanihan line despite the scorching heat. The GK activity built 14 duplex houses through the help of volunteers from various Davao Light and other private companies as well as donors from abroad and local communities. Seeing the happy faces and gestures of gratitude from people who will soon have their own homes was the volunteers' true reward.

"Our help doesn't just end here. We will make sure that these people will not only live a home but will also learn how to live in a place where dreams are made to build better future," said Arturo Milan, Davao Light's EVP and COO.



**THE BAYANIHAN LINE.** Davao Light and Power Co. employees share the fun in being a helping hand to each other by passing the hollow blocks to be used in building one of the Gawad Kalinga houses.

### Hand-held radios from Hedcor boost peace and order in Sablan

In its effort to help strengthen peace and order in its host communities, Hedcor helped its stakeholders invest in radio communication as an important asset in responding to urgent situations.

Last August, the hydro company turned over 10 hand-held radios to the Municipality of Sablan and seven to Brgy. Bineng in La Trinidad to help police compacts, Bureau of Fire Protection, and police mobile units to improve each office in monitoring, reporting, and response to urgent conditions and overall peace and order.

Sablan is one of the major gateways to Baguio City and home of the 8-MW Ampohaw hydropower plant built in 1990s. Brgy. Bineng in La Trinidad, meanwhile, is host to the 11-MW Bineng hydropower plants. For almost two decades, Hedcor has been nurturing its partnership with the municipality and the barangay through shared values.



**EFFICIENT COMMUNICATION.** Mayor Arthur Baldo leads the Municipality of Sablan in boosting monitoring, reporting and responding to urgent conditions and in maintaining peace and order.

# Corporate Social Responsibility

## Ayala is WeatherPhilippines's newest Platinum Sponsor

WeatherPhilippines welcomes Ayala Corporation as its newest Platinum Sponsor, sealing the partnership with a Memorandum of Agreement last October 22. Ayala signed the P35-million sponsorship to support operations and sustainability of WeatherPhilippines over the next 10 years.

Ayala facilities in strategic locations nationwide will now host automated weather stations (AWS) adding to the 777 AWS installed by WeatherPhilippines as of end-November. Ayala's commitment to a #WeatherWiser Nation also enhances the disaster preparedness of both the business and local government sectors.

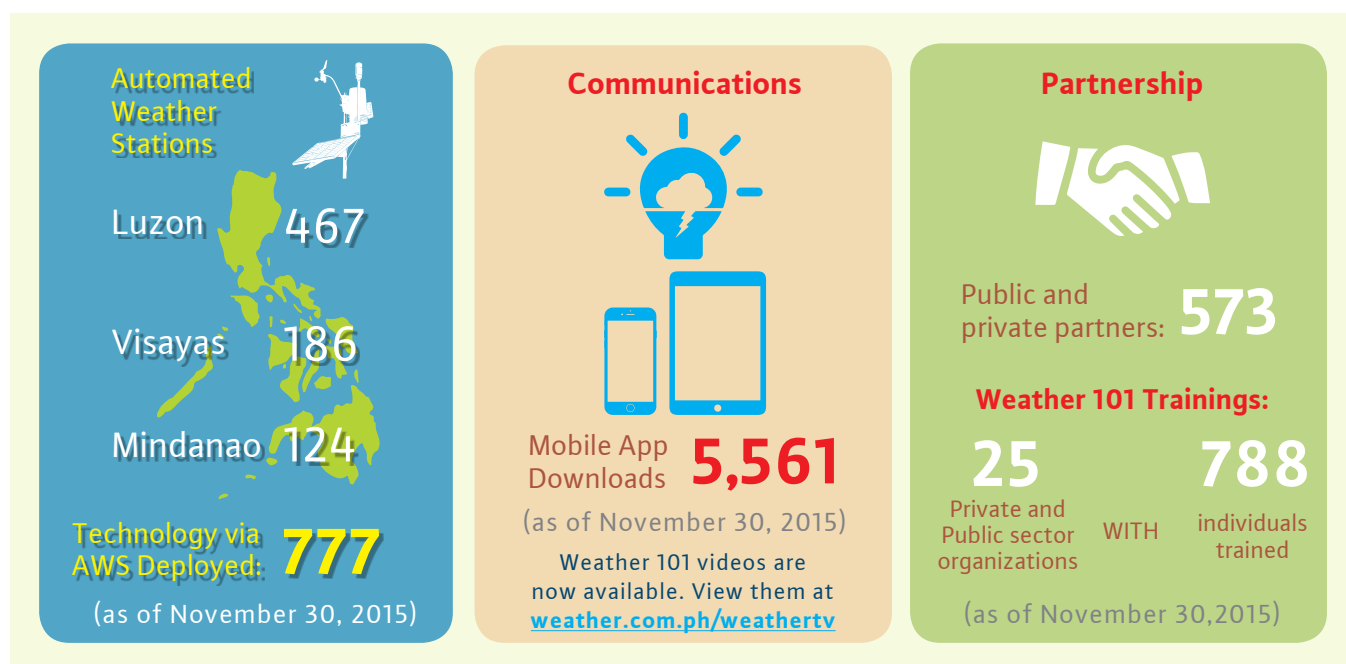
Through its #WeatherWiser Nation campaign, WeatherPhilippines aligns with the United Nation's focus on strengthening the resilience and adaptive capacity of people to natural disasters. WeatherPhilippines through its three-pronged strategy of technology, communication and partnership is helping local government units and the public raise their capacities for effective climate change-related planning and management.



**ONBOARD AND #WEATHERWISER.** Ayala Corporation bolsters the WeatherPhilippines campaign as Platinum Sponsor. John Philip Orbeta (center), Ayala Corporation's Head of Corporate Services signs the Memorandum of Agreement (MOA) with WeatherPhilippines Foundation's Chairman Endika Aboitiz and President Susan Valdez.

## Building a #WeatherWiser Nation

Much of our resilience comes from community, from the relationships that allow us to lean on each other for support when we need it. WeatherPhilippines is becoming a beacon of good practice for public-private collaboration in accelerating resilience development.





# Corporate Social Responsibility



## Christmas Outreach 2015



### TAGUIG



### Trivia Nights: Having Fun and Doing Good

Team members have banded together to raise funds for the Christmas Outreach, which will benefit 546 children in Brgy. Hagonoy, Taguig City and Cebu's Agsungot Integrated School, Badjao tribe in Sitio Puntod, Alaska Mambaling and SOS Village-Talamban.

#### AMOUNT RAISED:

AEV Taguig: P55,145

AEV Cebu: P16,937





# Corporate Social Responsibility

## CEBU



## PETNET



# Corporate Social Responsibility

## Book revisits Argao's history and culture

- RAFI is committed to educating the present generation on their role in developing the nation
- By teaching Cebuanos about their roots, they can tell their story with a sense of pride and purpose



**ARGAWANON HERITAGE.** RAFI President Bobby Aboitiz shows off a copy of the book "Argao In Search of a Usable Past" that the foundation launched last October 7. With him are (from left) RAFI Vice President Jon Ramon Aboitiz, RAFI Chief Operating Officer Dominica B. Chua, author Paul Gerschwiler, editor Dr. Erlinda Alburo, and RAFI Culture & Heritage Unit Executive Director Jocelyn Gerra.

Have you ever wondered how life was in the southern town of Argao, Cebu during the pre-Hispanic period? Or what the origin is behind its famous delicacy? Do you want to know the stories behind details found in its San Miguel Arcangel church?

The book entitled *Argao In Search of a Usable Past* by Paul Gerschwiler attempts to take a look at how Argao and the Argawanons were in the past—the life and the culture back then.

Published by the Ramon Aboitiz Foundation Inc. (RAFI) through its Culture & Historical Unit (CHU), the book is a fulfilment of RAFI-CHU's mission to implement initiatives that will serve as an instrument in preserving local culture and heritage, and to make the people of the present generation, especially the youth,

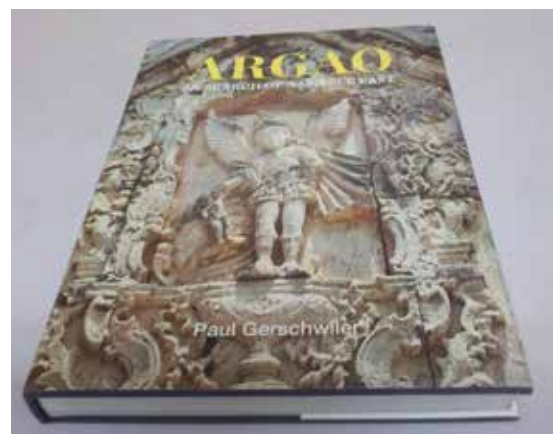
understand and appreciate history, culture and heritage and their role in the development of the nation.

"We want to play an important role in educating the community about history and translating this knowledge to developing a sense of pride as Cebuanos," said RAFI President Bobby Aboitiz.

Mr. Aboitiz added that the goal of publishing the book is to make Cebuanos, not only Argawanons, be able to tell their story as a people and be proud of their roots.

The book, which contains beautiful photos of Argao and its people then and now, is indexed for easy reference.

Copies of the book were turned over to



officials from the Cebu provincial government, Municipality of Argao, and the Department of Education during its launch last October 7.

The book launching kicks off of the reopening of Casa Gorordo Museum, a centerpiece project of RAFI, on December 15, 2015.



# Corporate Social Responsibility

## Kids taught culture, heritage appreciation

Kids from different barangays in Cebu City learned the value of appreciating, understanding, and preserving one's culture through weekly activities from the Ramon Aboitiz Foundation Inc. – Culture & Heritage Unit's (RAFI-CHU) 'Kids at the Museum' program.

Last October 3, children got to experience how to make traditional 'tableya' or pure chocolate tablets made from ground cocoa seeds. They were also exposed to the works of legendary Cebuano composers at the Jose R. Gullas Halad Museum and familiarized themselves on how various musical instruments works.

The following Saturday, the children went to Fo Guang Shan Chu Un Temple and were introduced to calligraphy and performing arts and a storytelling session.

The calligraphy session included a brief background on the artform and its history while the performing arts activity taught kids a dance.

The storytelling session treated the kids to a story about values and manners, particularly



**MUSIC AND ME.** Appreciation of our musical heritage was one of the activities Cebu City children participated in during the "Kids at the Museum" program.

the three acts of goodness: do good deeds, speak good words, and think good thoughts.

On the third Saturday, the children paid a visit to the Archdiocesan Museum of Cebu where they were taught how to make rosary beads and got to experience what it was like for Michelangelo to paint the ceiling

of the Sistine Chapel.

The 'Kids at the Museum' culminating activity, held on October 31, featured the participants' performance of the dance they learned from the Fo Guang Shan Chu Un Temple and those who excelled in the activities were also given special recognition.

## Wastewater management key to improving Cebu rivers' water quality

While water quality of Cebu's rivers is considered poor, resource speakers at the Ramon Aboitiz Foundation, Inc. (RAFI) Understanding Choices Forum on wastewater management agreed there is still hope to reverse the situation.

In the second of a four-part forum series on water, which was held on October 9 at the Eduardo Aboitiz Development Studies Center (EADSC), experts weighed in on improving water quality through wastewater management.

Secretary Neric Acosta, Presidential Adviser for Environmental Protection and General Manager of the Laguna Lake Development Authority, presented the salient points of the Philippine Clean Water Act of 2004 that seeks to protect our country's bodies of water. He discussed its implementing rules and regulations

as well as the different challenges facing its implementation, which include treatment of wastewater from homes and industries.

Engr. Cindylyn Pepito, chief of the Ambient Quality Monitoring Section of the Department of Environment and Natural Resources – Environmental Management Bureau VII, also presented recent water testing results done on different rivers in Cebu. She said some major rivers have poor water quality, mostly due to untreated wastewater, but added that it can still be reversed.

Cebu City Councilor Nida Cabrera, who authored the ordinance, which led to the creation of a Cebu City Septage Management Board in 2014, also talked about the establishment of a wastewater treatment system in the city.

John Tobit Cruz of Angat Kabataan ng

Taytay, on the other hand, presented their organization's experience in rehabilitating the Maningning Creek in Taytay, Rizal through multi-sectoral participation and the use of innovative technologies. Their effort has become a model being adopted for waterways in Cambodia, Malaysia, Vietnam, Laos, and a creek in Cotabato that is connected to the Agusan Marsh.

"It is important to highlight here that the synergy between different sectors and levels of society is the key in ensuring that the quality of our scarce water resources is improved. We should involve all stakeholders in this endeavour for its sustainability and continued success," said Evelyn Nacario-Castro, RAFI-EADSC Executive Director.



# Corporate Social Responsibility

## Breast cancer awareness walk gathers thousands



**PINK AWARENESS .** (From left) Tinago, Cebu City Brgy. Captain Joel Garganera, RAFI COO Dominica B. Chua, RAFI President Bobby Aboitiz, and RAFI Reputation Management Head Carol Ballesteros cut the ceremonial ribbon to open Lopez Jaena Street as “Pink Street” in observance of October as Breast Cancer Awareness Month.

Thousands joined the Ramon Aboitiz Foundation, Inc. “Moonwalk: A Walk for Breast Cancer Awareness” last October 3. The walk, was in support of the campaign focused on early screening and detection of breast cancer through monthly breast self-examination and mammography.

Wearing pink, participants proceeded to joined the “Celebrate Life with Mega Cebu” program following the walk and listened to veteran actor Tirso Cruz III, one of the participants of Moonwalk, speak about his struggle against lung cancer in 2014. Cruz described the experience as “the most trying time of my life”.

Three days prior to the walk, RAFI and Brgy. Tinago, Cebu City also launched a joint campaign to help increase the public’s awareness on breast cancer prevention with the ceremonial opening of Lopez Jaena Street as “Pink Street.”

## RAFI, Cebu school ink pact on YMA–NSTP integration

The Ramon Aboitiz Foundation, Inc. (RAFI) and the University of San Jose–Recoletos (USJ–R) have entered into an agreement integrating the foundation’s youth training program with the school’s National Service Training Program (NSTP).

RAFI and USJ–R would collaborate through the adoption of projects and activities under RAFI’s Young Minds Academy (YMA) youth leadership and citizenship development program. YMA trains and develops the youth towards being “responsible and accountable leaders and proactive citizens ready to serve the public and its interest.”

Through the partnership, RAFI and USJ–R will co-develop “YMA–enriched” Civil Welfare Training Service (CWTS) modules for pilot implementation in school year 2015–2016 and for full implementation beginning the school year after.

“This brilliant project springs from RAFI and USJ–R’s shared mission – the education and



**YOUTH DEVELOPMENT AT THE CORE.** RAFI President Roberto Aboitiz (center) signs the agreement integrating Young Minds Academy programs and initiatives to the curriculum of University of San Jose–Recoletos’ (USJ–R) National Training Program. With him are USJ–R president Fr. Christopher Maspara (left) and USJ–R security and safety department head Primitivo Lano.

formation of the heart and the mind of the youth. We share the same passion – helping young people become responsible leaders and proactive citizens ready to serve their country and fellowmen,” affirmed Fr. Maspara.

The YMA–NSTP Integration is one of the key initiatives of the Leadership and

Governance Institute program of the Eduardo Aboitiz Development Studies Center under RAFI’s Leadership and Citizenship focus area, which aims to build a community that is ready to effect change. The other focus areas of RAFI are Integrated Development, Microfinance & Entrepreneurship, Culture & Heritage and Education.

# Sustainability

## 3 things you need to know about the new Sustainable Development Goals

“ Business is a vital partner in achieving the Sustainable Development Goals. Companies can contribute through their core activities, and we ask companies everywhere to assess their impact, set ambitious goals and communicate transparently about the results.

— **Ban Ki-moon**, United Nations Secretary-General

Last September 25, leaders of the 193 member states of the United Nations gathered in New York City to formally agree on the agenda of the Sustainable Development Goals (SDGs). While they primarily target governments, the SDGs are designed to rally a wide range of organizations, and shape priorities for sustainable development around a common framework. Most importantly, the SDGs recognize the key role that business can and must play in achieving them. The goals explicitly call on all businesses to apply their creativity and innovation to solve sustainable development challenges.

Our Groupwide sustainability mindset is very much in keeping with the paradigm shift in global sustainability thinking. How we build a truly sustainable enterprise that will benefit future generations is linked to the way we adapt our business practices for the planet and to meet the changing needs of our stakeholders.

We can use the SDGs as an overarching framework to shape, steer, communicate and report our BetterWorld focus areas. As a first step, it's important to familiarize ourselves with the SDGs and understand the opportunities and responsibilities they represent to our business.

### 1. The Millennium Development Goals were the foundation for global change

The SDGs are replacing the Millennium Development Goals (MDGs), which had eight international development goals that were established following the UN millennium summit in 2000. Despite the gains made in 15 years, the work is far from over, hence the SDGs



were needed to build upon the progress that has been made. The SDGs will be implemented from January 2016 to December 2030.

### 2. It's a historic moment, as we're collectively standing upon the precipice of change

The time to act is now and it is urgent that we do so. Business cannot succeed in societies that fail. Investing in the achievement of the SDGs supports pillars of business success. Successful implementation of the SDGs will help to ensure that the global economy operates safely within the capacity of the planet to supply essential resources, thereby sustaining

the natural resources that companies depend on for production.

### 3. The SDGs impact on everyone

There are 17 goals with 169 targets. There will be many hundreds of indicators which will measure progress towards achieving the goals. Every UN member is expected to use the SDGs to frame their own agendas and political policies over the next 15 years. Committing to the SDGs gives us the opportunity to secure a healthy planet for generations to come. Together, let us contribute to the attainment of the 17 goals.

# Sustainability

## Cleanergy Park updates

Cleanergy Park is an eight-hectare outdoor biodiversity learning center in Davao City that is paving the way or a new model of urban-based habitat conservation and biodiversity management. In addition to being a turtle sanctuary, it is also a haven for the other 66

species of trees, birds and fish thriving in its mangrove forest, a fish sanctuary, seagrass beds and coral reefs.

Visitors will be treated to an outdoor biodiversity learning experience via its mixed natural and built structures like the turtle

viewdeck, mangrove boardwalk, learning center and observatory deck, botanical garden and nursery that will propagate the area's 29 native tree species. WeatherPhilippines has also installed an automated weather station (AWS) to add to the park's multi-biodiversity research function.

PROVIDES  
HABITAT  
SANCTUARY



HELPS REDUCE  
CARBON  
EMISSIONS



CREATES PUBLIC  
AWARENESS



HOME TO  
66 SPECIES



17 nests found  
17 nests hatched



2,726 eggs found  
2,655 eggs transferred



1,876 hatchlings released

*As of December 2, 2015*

2,170  
TOTAL NUMBER  
OF MANGROVE  
SEEDLINGS PLANTED



*As of November 29, 2015*

TOTAL NUMBER  
OF PARK VISITORS  
1,410



*As of December 2, 2015*

**HATCHING HOPE.** A new batch of 109 hawksbill turtle hatchlings were released last December 2. These baby turtles are expected to go back to the same spot where they were hatched so they can lay eggs. That's why it is important to preserve their natural habitat. Doing so increases the chances of reversing the decline of their species.

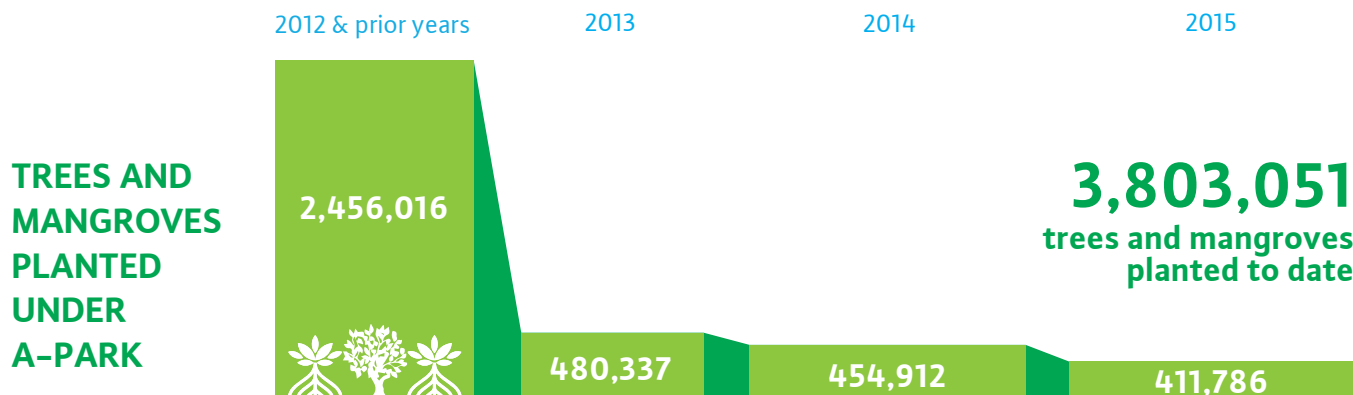




# Sustainability

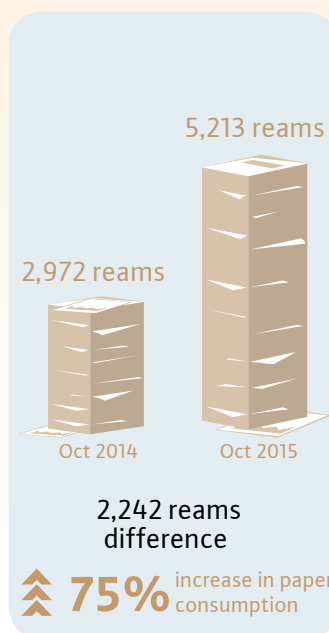
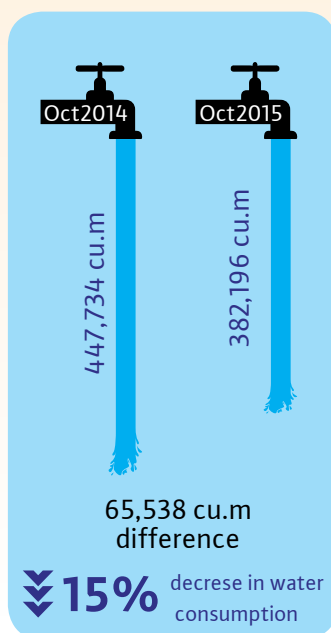
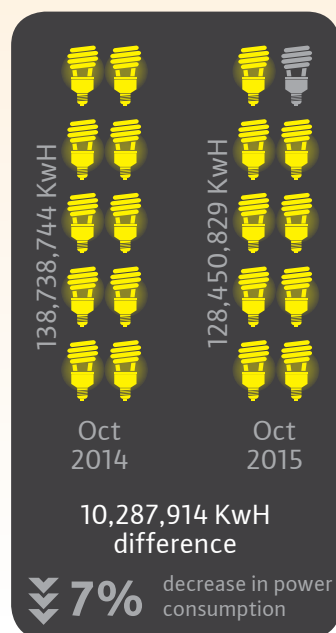
## A-Park updates

A-Park is the Aboitiz Group's contribution to reforestation and a healthy ecosystem. Every year since 2010, we have been conducting a groupwide simultaneous tree planting activity on top of the tree-planting activities being done by the various business units with the goal of planting 3 million trees by 2015. We hit that target by end of 2014, a year ahead of our target. Last June 5, in celebration of the World Environment Day, we signed a strategic partnership with the Department of Environment and Natural Resources (DENR) where we commit to plant 6 million more trees under the National Greening Program (NGP). By 2020, we will have a total of 9 million trees planted all over the Philippines with the help of our team members, host communities and people's organizations.



## Race to Reduce (R2R) updates

We always strive to find better ways in conducting our operations, to minimize our own operational footprint and enhance the environment together with our team members. As we take steps toward this objective, here are key figures highlighting our groupwide consumption of water, power and fuel as of October. Let's continue to challenge ourselves to manage our footprint and optimize the way we use our planet's precious resources.

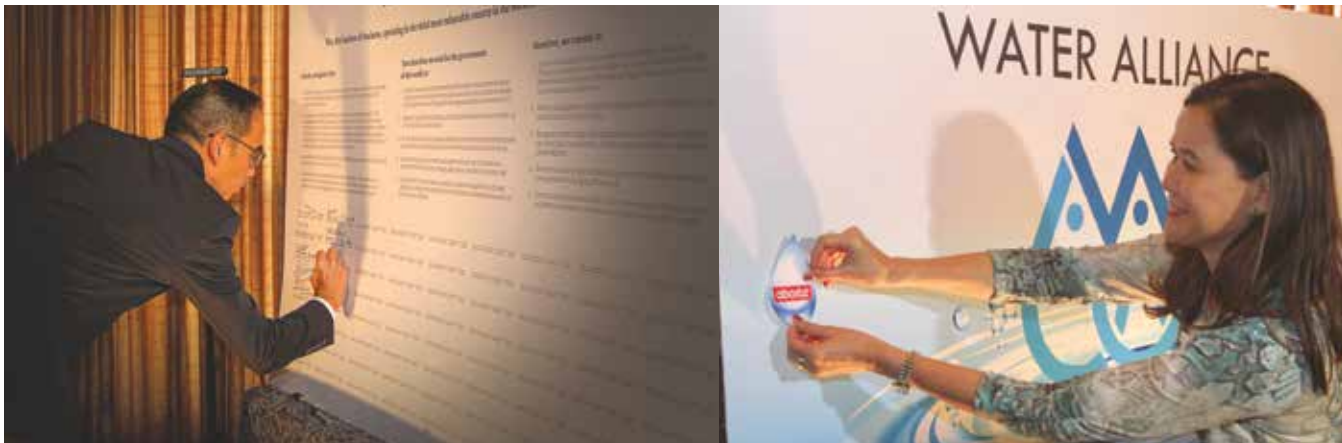


**Special Recognition to the following Business Units for consistently submitting reports on time:**

1. AP Renewables, Inc.
2. SNAP Group
3. Hedcor Group

# Sustainability

## Aboitiz signs the 2015 Manila Declaration, joins Water Alliance



**AFFIRMATIVE CLIMATE ACTION.** AboitizPower Generation EVP and COO Manny Rubio (left) signs the Manila Declaration. Malou Marasigan, Aboitiz AVP for Sustainability, Corporate Branding and Communication (right) represents Aboitiz at the launch of the Water Alliance, which coincided with the Manila Declaration signing. The Manila Declaration is in line with Aboitiz's focus area on carbon emissions reduction. The Water Alliance thrust on water management is compatible with the Group's resource efficiency program.

Aboitiz declares its commitment to charting an action plan for a climate-resilient Philippines by joining the local business sector in signing the 2015 Manila Declaration and joining the Water Alliance.

The Manila Declaration is the private sector's statement of solidarity to lower emissions, to help increase the resiliency of communities against the consequences of a changing climate, and to address collective sustainable development challenges while embedding sustainability into business processes. Signatories to the Declaration

are: Philippine Business for Social Progress (PBSP), Philippine Business for the Environment (PBE), Philippine Chamber of Commerce and Industry (PCCI), Management Association of the Philippines (MAP), Federation of Philippines Industries (FPI), and the Financial Executives of the Philippines (FEP).

Meanwhile, the Water Alliance is the sector's response to addressing the adverse impact of the El Nino phenomenon. Water scarcity is being experienced in many parts of the country, as

water withdrawal per person per year has more than doubled in recent years. To better address this problem, the Alliance will develop a roadmap with target and metrics, monitor progress, and evaluate its effectiveness. The other members of the Alliance are: Shell, Coca-Cola FEMSA, LafargeHolcim, Dow Chemical Pacific Ltd., HSBC, Meralco, Lopez Group, Maynilad Water, Manila Water, Unilever, Pepsi Cola Products Philippines, Roxas Holdings, Nestlé, Smart Communications and Splash.

## Back to the Wild



The rescued Pinksner's Hawk-Eagle is now released in Mount Apo after fully recovering from its injury. Locals have given it a name, "Mabikkerr", a Bagobo-Tagabawa term, which means strength and power. Brgy. Sibulan's swift response validates the effectiveness of Hedcor's environmental campaign. Pinksner's hawk-eagles are considered as threatened in the list of the International Union for the Conservation of Nature (IUCN).



**AP DISTRIBUTION UTILITIES ORGANIZE CLEANUP DRIVES.** As part of its Community Extended Program, Cotabato Light team members held a cleanup drive along roadways that stretched from its main office to Tantanwan Park in the Rosario Heights 1 district. In Cebu, VECO team members held their first-ever Coastal Cleanup Drive in Brgy. Catarman in Liloan, Cebu. The cleanup drives demonstrate the commitment Aboitiz team members have for sharing time and skills to serve the community while advocating a cleaner and healthier environment.

## GFR 2015: From waste to wearable

- Green Fashion Revolution (GFR) engages student stakeholders by showing there is treasure in trash
- Wearing reworked, recycled, and pre-loved clothing saves money and helps the environment



**CEBU INSTITUTE OF TECHNOLOGY-UNIVERSITY (CIT-U) WINS THE 2015 GREEN FASHION REVOLUTION COMPETITION.** CIT-U strut their tropical paradise-themed collection on the runway to emerge as the Grand Winner of this year's Green Fashion Revolution (GFR) held on September 26 at the Trade Hall of SM City Cebu. Graphics and Media students Christian Conienda, Jeson Baraclan and Jordan Bayot designed wearable pieces using recycled materials. They received a cash prize of P30,000.00 and a trophy made from recycled VECO wooden crates.

Aboitiz stages the 4th run of the Green Fashion Revolution, an intercollegiate competition that showcases the eco-friendly designs of Cebu's talented youth. Bannering the theme "ECOUTURE: Greener Design for a BetterWorld", this year's cycle gathered four groups of budding young designers from the University of the Philippines in Cebu, Cebu Institute of Technology-University, University of San Carlos-Talamban, and University of San Jose Recoletos. Cebu

Institute of Technology-University bagged the grand prize for their cohesive and well-thought collection using recycled materials.

Green Fashion Revolution is a Wealth on Waste program under BetterWorld's Waste Management focus area. This year's GFR cycle used a total of 200 kilos of wastes gathered from the different Aboitiz business units. By staging the GFR on September 26, Aboitiz joined the Global Day of Action on Climate Change to help combat

environmental degradation through proper waste management.

Sponsored by the Aboitiz Foundation, GFR encourages people to practice the 3Rs – reduce, reuse, and recycle. As part of its commitment to make an impact through sustainable design, CIT-U adopted the Aagsungot Integrated School in Cebu where a livelihood program for the parents will be provided to augment the matriculation fees and allowance of students.

### GFR 2015 Winners:

#### BEST DESIGN COLLECTION

(GRAND WINNER)

Cebu Institute of Technology-University

#### 1ST RUNNER-UP:

University of San Carlos, Talamban

#### 2ND RUNNER-UP:

University of the Philippines, Cebu

#### 3RD RUNNER-UP:

University of San Jose Recoletos

#### SPECIAL AWARDS:

##### BEST ACCESSORIES DESIGN:

University of the Philippines-Cebu

##### BEST FOOTWEAR DESIGN:

University of San Carlos-Talamban

##### BEST BAG DESIGN:

University of the Philippines-Cebu

##### BEST CLOTHING DESIGN:

Cebu Institute of Technology-University





## KIDisaster Goes to Navotas

Passion to Serve Award winner KIDisaster continues to educate young stakeholders how to be better prepared during disasters. The KIDisaster contingent composed of Risk Management, Reputation Management, Investor Relations, WeatherPhilippines and Aboitiz Foundation conducted value preparedness activities for 130 children of Brgy. North Bay Boulevard, Navotas City on November 14, 2015. Highlights include the storytelling of “Si Langgam at Tipaklong” and the distribution of go bags.

## VECO brings annual Power Run to Sirao

VECO Power Runners in their jubilant pose after reaching the Finish Line. Around 100 VECO team members and their families participated in the 2015 VECO Power Run held in Brgy. Sirao, Cebu City. The Power Run is part of the annual health and wellness activity that usually includes up to 8K run, a bike race and the lineman’s Rodeo–Rodeo competition where they demonstrate their skills in installation and safety skills.



## Self Defense Class for Team Members

The NAC Safety Committee held its first self defense seminar for team members last October 28, at the 8th floor of NAC Tower. The seminar, which was held in two batches of 30 participants each, aims to equip team members with working knowledge of self defense as a response to the seasonal increase in criminality during Christmas season. “Having the right skills to observe the environment, read actions, detect potential threats and knowing how to respond could save lives,” NAC Tower Safety Committee Head, Andy Torrato said. French martial arts trainer Guro Christoph Verdot facilitated the class. Due to the positive feedback, regular classes are being planned. Stay tuned!



## UnionBank TMs compete in bank’s first-ever chess tournament

UnionBank’s Healthy U initiative launched its very first UnionBank Chess Tournament last September 19. The games kicked-off with 23 participants randomly paired, going through nerve-wrecking rounds which narrowed down the list to the top 8 players. The tourney ended with Gary Magayaga (IT Research and Dev’t Officer) bringing home the first prize of P10,000.00 and the highly-coveted title of the “1st UnionBank Chess Grand Master”. Bernardino Soyoso (CPS Staff – Inward Cleaning) came right behind him in second place, bringing home P5,000.00.

## How to make your home energy-smart, DIY style

Reading articles about energy-efficient homes makes for interesting mind fodder. When the time comes to either build or buy a house, however, things change because these concerns do not seem to be on top of the list of either architects or developers (unless you opt for an AboitizLand property, of course). Eventually, the ideas drop to the bottom of the list of priorities, and eventually do not get done.

Having just recently built a house, I would like to share some things you can do to make your new, or existing, house just a little bit more energy smart, depending on how much effort and resources you are willing to expend.

### Involve the kids

A great start is to help your young children—should you have them—understand the importance of turning lights on and off. If you follow traditional Philippine construction standards with switches at 1.5 meters, your toddler will never comprehend the responsibility of turning lights off for the simple reason that 1.5 meters is unreachable to them. Place all switches at one meter and opt for big switches that toddlers will find easy and fun to manipulate. Habits learned young have more of a chance of becoming permanent.

### Catching rain

Rain water is a precious and clean resource that we all partially gather (because our roofs are natural catchment areas) and then dump into the sewage system. Most of the hard work is already done, then we forego the last mile of storing and using the water for domestic needs. By simply tapping into the gutter drain (or a few of them) and channeling by PVC pipe into a cistern, rainy days become happy days because you know you will reduce your use of expensive water from your utility. Reducing dust accumulation in the cistern is easy just using some rudimentary filtration, flotation or draining apparatus. I personally go for above-ground tanks in order to avoid the use of a pressure pump and to

facilitate cleaning of the vessel. This water is great for cleaning the house, washing the car and watering the plants.

### Waste management

Trash reduction is another wonderful way to make for a greener home. Provided you do not live in a condominium and have a little patch of land around you, you can compost, which is using “nature’s services” for your benefit. The internet resources will yield different ways of composting and you can choose the one that suits you best. I can tell you from experience, though, that not producing any wet organic trash at home provides not just olfactory benefits but minimizes vermin infestation as well.

### Sun-powered savings

Solar panels for hot water (“solar water heating”) and electricity (“photovoltaic” or “PV”) have many benefits but entail some investment. Solar water heating saves you money in two ways. It cuts down on the electricity otherwise used to heat water and also reduces money paid up front to the distribution utility for the transformation capacity needed for power-hungry multi-point heaters (3,000 to 6,000 watts each) or centralized water heaters.



### Wandering Eye

By Basti Lacson

Solar PV generates electricity for own use and whatever is generated but not used is sold to the distribution utility via the net metering program which you may avail by signing a few forms and submitting some documents. When combined with a peak/off-peak tariff structure, it forms a formidable one-two punch to reduce your electric bill by harnessing the free resource that is the light of the sun and displacing peak power from the bill.

As you can see, no genius is required. Just a little bit of imagination!



RAINWATER HARVESTING TANK



SOLAR PANELS ON THE ROOF

## “In Defense of A Liberal Education” by Fareed Zakaria

Notes by Endika Aboitiz



*These are notes. They are not a perfect summary. If you want more, then read the book.*

The new American dream – drop out of college, start a tech company, and take it public.

Students are encouraged to stop dreaming and thinking practically of the skills they need in the workplace.

Those who see to re-orient American education into something more focused and technical – keep in mind you are abandoning the historical distinctive American approach to higher education.

For most of human history, education was job training – hunters to hunt, farmers to farm. That changed 2,500 years ago in ancient Greece.

Prior to the change, the Greeks focused on *arête* – excellence or virtue. Spartan young boys considered weak at birth were abandoned to die. In 5 B.C. some Greek states began to experiment with a new form of government – democracy.

Liberal – original Latin sense – or pertaining to free men.

“Learning will spoil the best nigger in the world. If he learns to read the Bible, it will forever unfit him to be a slave.” – Frederick Douglas

Cicero was first on record to use the term *artes liberales*. Why did Europeans move beyond monasteries that kept tradition of learning and inquiry alive?

One influence – Islam – most advanced civilizations – Middle Ages. Dozens of madrasas – history, politics, science, music etc., all taught. Islamic leaning produced innovations. Algebra – from *al jabr* – meaning the reunion of broken parts

End of Middle Ages, European stagnation ending. Italy – long coastline – commerce, trade, capitalism – beginning to stir. Nations formed. Universities, scholars hired, tests given. 1088 first university--Bologna. 1500--Europe, 20 universities

Universa universis ptavina libertas  
Paduana: freedom is universal for everyone

Yale – liberal education to lay the foundation of all professions

### Two great points gained in intellectual culture:

- Discipline
- Furniture of the mind – expanding its powers and storing in it knowledge

Fix the attention

Direct the train of thought

Analyze a subject with accurate discrimination  
Balance the evidence

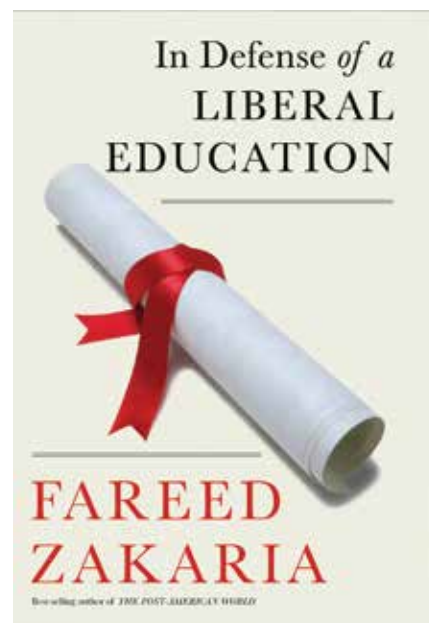
Awake, elevate, and control the imagination

Arranging with skill, the treasures which memory gathers

Rousing and guiding the powers of genius

Leave undergrads to explore freely their interests more broadly

Grad to embrace the research function –



Liberal education should allow you to choose your own course, excite your imagination, and thus, realize your distinctive self

### Common core benefits:

- All able to share in an intellectual experience
- All can discuss it together
- Join it its delights
- Commiserate over its weaknesses
- A bonding opportunity

### THE CRUCIAL CHALLENGE:

How to read critically, analyze data, formulate ideas. Most of all, to enjoy the intellectual adventure enough to be able to do them easily and often.

LOVING TO LEARN IS A GREATER CHALLENGE THAN IT USED TO BE.





**A good education system must confront the realities of the world we live in and educate in a way that addresses them, rather than pretend that these challenges don't exist.**

Reading books remains one of the most important paths to real knowledge

- Intrapersonal
- Interpersonal

THE ADVANTAGES OF A LIBERAL EDUCATION  
– FAREED ZAKARIA

A good education system must confront the realities of the world we live in and educate in a way that addresses them, rather than pretend that these challenges don't exist.

The central virtue of a liberal education is that it teaches you how to write, and writing makes you think. Being forced to write clearly means, first, you have to think clearly. What comes first, language or thought? Do we think abstractly and then put those ideas into words, or do we think in words that then create the scaffolding of thought? Second, a liberal education teaches you how to speak. At the deepest level, articulate communication helps you speak your mind. This does not mean spouting anything and everything you're thinking at any given moment. It means learning to understand your own mind, to filter out underdeveloped ideas, and then to express to the outside world your thoughts, arranged in some logical order. In order to be successful in life, you often have to gain your peers' attention and convince them of your cause, sometimes in a five-minute elevator pitch. No matter how strong your idea, you have to be able to convince others to get behind it. Thirdly, a liberal education teaches you how to learn, which is a pleasure and a great adventure of exploration.

The reform to liberal education is not happening in the US but in Singapore.

**Howard Gardner's Eight Kinds of Intelligence:**

- Linguistic
- Logical mathematical
- Spatial
- Musical
- Bodily-kinesthetic
- Naturalistic

One should go to infant school in France, preschool in Italy, primary school in Japan, secondary school in Germany and college or university in the US.

Engineering is not better than art history. Society needs both, often in combination. Steve Jobs explains that technology is not enough. It's technology married with liberal arts married with the humanities, that yields us the result that makes our heart sing.

**Job market is divided in three:**

**1. Bottom** – service sector jobs – requires hands-on interaction in unpredictable environments. Driving a bus, cooking food, caring for children or the elderly. Impossible to outsource to technology.

**2. Middle** – white collar and routine – in insurance, banking, and law – better done by machines

**3. At the top, jobs all want** – Americans well-prepared for – they require creativity, problem solving, decision making, persuasive argument and management skills.

And then there is the most influential industry in the US – entertainment – that requires some background or expertise in one of the several liberal arts.

Tharman Shanmugaratnam, Singapore Minister of Education about the US and Singapore: "We both have meritocracies. Yours is a talent meritocracy, ours is an exam meritocracy. There are some parts of the intellect that we are not able to test well – like creativity, curiosity, a sense of adventure, ambition. Most of all, America has a culture of learning that challenges conventional wisdom, even if it means challenging authority.

These are areas where Singapore must learn from America."

**EMA:** I ask: are we, ACO, becoming more like Singapore and less like America? Or do we need to move a little bit to the right-of-center from the right?

The book "Start-up Nation" is about the US – this country is a lot better at teaching self-esteem than it is at teaching math.

The US has a poorly-trained workforce in general, which is a disadvantage. But it makes up for it in several ways – it has an extremely dynamic and flexible economy, strong rule of law, a good regulatory structure, extraordinary research universities, rich venture capital firms, and a vibrant entrepreneurial culture. All these ingredients more than make up for middling test scores.

Japan, on the other hand, has a superbly trained general population. But it would score poorly on many broader economic and cultural indicators, especially with regards to entrepreneurship and the hierarchy of society. **GOOD TEST SCORES ARE NOT ENOUGH TO CREATE THE NEXT GOOGLE.**

America also benefits by being the world's magnet for the very best and brightest. America has many Bill Gateses and Warren Buffets, Googles and Facebooks to bring up its averages.

Franklin and Jefferson shared the view that education was a way to ensure the new republic would be a place of merit, where birth, bloodlines, and hereditary privilege would not count for much...

**EMA:** That is why family management has to be managed through merit...not because you are an owner do you get to manage. That is, if you want the business to remain evergreen.

Natural aristocracy: poor and rich had to have equal access to education...so the state had to pay for education, primary and later.

**EMA:** What has happened is that the quality of the state of education has become more expensive and of a poorer quality than private education. It costs around double to educate someone under a public system than the tuition of the best private schools. So the poor go to public schools to get a worse education and the rich go to private schools to get better education and end up with higher paying tertiary level jobs mentioned above. SO INEQUALITY TODAY IS BEING FORGED BY EDUCATIONAL INEQUALITY BECAUSE OF POOR GOVERNANCE ON THE EDUCATION SIDE...

It's not about the ills of globalization nor of capitalism – it's about the ills of education, public education in particular.

Jerome Karabel, in his book “The Chosen: the Hidden History of Admission and Exclusion at Harvard, Yale and Princeton” demonstrates in detail how subjective admissions like interviews and involvement in extracurricular activities were put in place by Ivy League schools largely to keep the Jewish admissions from rising in the 1920's through the 1940's.

Average college tuition has increased by over 1,200% since 1978. Prices of goods and services have declined. That rise in cost is threatening liberal education. Is it worth it? It's less affordable today to the middle class family than it was in 1965. Reason? It is labor-intensive...

cannot be replaced by machines and production lines. So costs rise faster than in the general economy...

Test scores used in admissions are a measure of what colleges take in – not what they produce!

THE FUNDAMENTAL REASON WHY DEVELOPING COUNTRIES ARE RISING FASTER THAN IN THE DECADES PAST HAS TO DO WITH THE DIFFUSION OF KNOWLEDGE... GOVERNMENTS HAVE NEVER TRIED TO DO SO MUCH FOR SO MANY.

US STRATEGY MIGHT HAVE BEEN BETTER THAN GERMANY'S AND THE SOVIET UNION IN

WORLD WAR 2 AND THE COLD WAR, BUT THE REAL CAUSE OF VICTORY WAS THE ABILITY OF THE US ECONOMY TO OUTPRODUCE THE NAZI AND SOVIET ECONOMIES.

According to Nicholas Kristof, three ideas associated with humanities that have positively shaped the world:

1. Belief in a single, all-encompassing truth inevitably produces blind arrogance, possibly leading to dangerous consequences.
2. The most just society would be the one you would choose if you did not know how rich or poor or how talented or untalented you were when born into it
3. The treatment of animals and the pain that human beings often needlessly cause them to fore our moral consequences.

#### **The young of today:**

Combine their worldly aspirations with a strong desire to do good

Care most about education, poverty, and the environment

Unlike generations before them, they do not view their parents as adversaries but rather as friends and helpers.

Today's students don't seem as animated by big arguments as generations of the past did.

They don't stay up late arguing about Nietzsche or Marx or Tolstoy.

Their lives are more involved with economic and technological forces than with ideology and geopolitics. There is less scope for grand theorizing, fewer intense late-night bull sessions, less stirring eloquence at the student forums and unions. IT'S A NEW WORLD, AND THE YOUNG KNOW IT!

The basic problem for American workers of all ages has been that their hours and their productivity keep rising, but their wages do not.

Most Americans are deeply disenchanted with politics.

**EMA:** Most people too, period--because

the best and the brightest are not going to serve their country like they used to.

Our age is defined by capitalism, globalization, and technology

The Bill & Melinda Gates Foundation sees its central mission as saving the largest number of human lives it can, no matter where they live, what color their skin is, or what passport they carry.

**EMA:** Not to say that giving money away is a bad thing. But it is never as good as reinvesting it to create jobs even at lower returns because they will be higher returns on the use of a scarce resource called capital. CSR and philanthropy are Band-Aids for the failure of governments, civil society, and badly-run businesses. Nothing does as much good as a well-run business that pleases its customers and enhances their lives. The best example I can think of after a great Burgundy is APPLE. NOW THAT IS GENIUS...THAT IS REALLY PUBLIC SERVICE...

John Adams – “I must study politics and war, that our sons may have the liberty to study mathematics and philosophy. Our sons ought to study mathematics, philosophy, geography, natural history and naval architecture, navigation, commerce and agriculture in order to give their children the right to study painting, poetry, music, architecture, statuary, tapestry and porcelain.”

WE COULD ALL USE A LITTLE BIT MORE OF LIBERAL EDUCATION!

# People

## New Role



### Donald Lane

Executive Director –  
Project Development  
and Execution  
AP

Donald has been assigned a new role as AP Executive Director–Project Development and Execution.



### Robert McGregor

Executive Director –  
Investments  
AP

Robert has been assigned a new role as AP Executive Director–Investments, concurrent to his role as AEV SVP–Chief Strategy and Investment Officer.



### Robert Camay

AVP – Information  
Systems  
AP

Robert has joined AP as AVP–Information Systems reporting directly to Ana Liza Aleta, AP VP–SSP. He started his career under Aboitiz Shipping where he was instrumental in the implementation of various Superferry Systems.

Robert graduated with a degree in Computer Engineering from University of San Carlos and an MBA from Ateneo Graduate School of Business with gold medal distinction. He was an Aboitiz scholar.



### Maria Lourdes Cruz

AVP – Attraction and HR  
Operations  
AP

L.A. has joined AP as AVP–Attraction and HR Operations reporting directly to Cindy Rivera, AP VP–Human Resources. She was HR Head for Ensogo, Inc. (formerly iBuyGroup) before joining AP.

L.A. graduated with a degree in Legal Management from Ateneo De Manila University and an MBA from Ateneo Graduate School of Business. She is an International Coach Federation – Professional Coach.



### Janus Pagharion

AVP – Business Process  
Management  
AP

Janus has joined AP as AVP–Business Process Management reporting directly to Ana Liza Aleta, AP VP–SSP. He was Senior Manager–Business Process Excellence for Schneider Electric before joining AP.

Janus graduated with a degree in Electronics and Communications Engineering from EARIST and an MBA from Ateneo Graduate School of Business.



### Paul Sorino

Senior Regulatory  
Lawyer  
AP

Paul has joined AP as Senior Regulatory Lawyer reporting directly to Katrina Platon, AP

VP–Legal and Support for Regulatory Affairs. He was Legal Counsel for MERALCO before joining AP.

Paul graduated with a degree in Electrical Engineering and a Bachelor of Laws degree from UP Diliman. He was admitted to the Philippine Bar in 2008.



### Cheryll Valenzuela-Mendoza

Senior Associate  
General Counsel  
AP

Cheryll has joined AP as Senior Assoc. General Counsel reporting directly to Maria Mercado, AP AVP–Legal Affairs. She was Legal Counsel for Petron before joining AP.

Cheryll graduated with a degree in Political Science from Ateneo De Manila University and a Bachelor of Laws degree from UP Diliman.



### Armando Licup, Jr.

Geologist  
AP

Totoy has joined AP as Geologist reporting directly to Teng Magnayon, AP VP–Business Development. He was Sr. Geothermal Geologist at Biliran Geothermal, Inc. before joining AP.

Totoy graduated with a degree in Geology from Mapua Institute of Technology, and is a licensed Geologist. He earned his Diploma in Energy Technology (Geothermal) from the University of Auckland.



### Kristine Margallo

Drilling Engineer  
AP

Kristine has joined AP as Drilling Engineer reporting directly to Teng Magnayon, AP VP–Business Development. She was Drilling Engineer II at Energy Development Corporation before joining AP.

Kristine graduated with a degree in Chemical Engineering from UP Diliman, and is a licensed Chemical Engineer.

## New Hires



### Joseph Yu

EVP & COO  
SNAP

Joseph has joined SNAP as EVP–COO reporting directly to Manny Rubio,

AP Generation EVP and COO. He was Head of Marketing for South & East Asia at Linde before joining SNAP.

Joseph graduated with a degree in Aerospace Engineering from the University of Southern California and an MBA from the Columbia Business School in New York.



### Ones Almario

General Manager  
APO Agua

Ones has joined APO Agua as General Manager reporting directly to Rene B. Ronquillo, APO Agua President. He was connected with Manila Water since 2000 before joining APO Agua.

Ones graduated with a degree in Civil Engineering from UP Diliman and a Certificate in Environmental Engineering Management at the Asian Institute of Technology, Thailand. He is a licensed Civil Engineer and a DENR–LLDA Licensed Pollution Control Officer.



# People



**Xandra Felicia Galang**  
Learning and  
Development Manager  
AEV HRQ

Xandra has joined AEV as Learning and Development Manager reporting directly to Nina Pedro, AEV VP for Talent Attraction, Learning and Development. She is an accomplished training professional with 10+ years of experience. Xandra graduated with a degree in Mass Communications from Far Eastern University. She earned her Diploma Certificate in Learning Design and Evaluation, Strategic HR Management & Development from the Ateneo De Manila University's Industrial and Organization Graduate Program.



**Riza Madrid**  
Accounting Manager  
Aboitiz Foundation

Riza has joined the Aboitiz Foundation as Accounting Manager reporting directly to Augusto Carpio III, Aboitiz Foundation EVP & COO. She was Accounting Manager at Warner Music Philippines before joining the Aboitiz Foundation. Riza graduated with a degree in Accountancy from Central Luzon University, and is a CPA.



**Gerald Joseph Malit**  
Technical Services  
Manager  
AP

Gerald has joined AP AdventEnergy as Technical Services Manager reporting directly to Roland Gaerlan, AP VP-Marketing & Sales. He was Customer Solutions Associate at MERALCO before joining AP. Gerald graduated with a degree in Electrical Engineering from UP Los Banos.



**Rancy Gonzales**  
Compliance & Rates  
Monitoring Supervisor  
AP

Rancy has joined AP as Compliance & Rates Monitoring Supervisor reporting directly to Philip Moleno, AP Utility Economics Manager. She was Claims Inventory Management Specialist for JP Morgan & Co. before joining AP.

Rancy graduated with a degree in Business Management from De La Salle University – Dasmariñas.



**Verna Vidal**  
Environment & Permits  
Supervisor  
AP

Verna has joined AP as Environment & Permits Supervisor reporting directly to Donald Lane, AP Executive Director – Business Development. She was Sr. Environment and Social Specialist for PNOC Renewables before joining AP.

Verna graduated with a degree in Forestry from UP Los Banos, and is a licensed Forester.



**Christine Yong**  
Accountant  
AP

Christine has joined AP as Accountant reporting directly to Dary Aran, AP Accounting Manager. She was Internal Audit Associate at Wealth Development Bank before joining AP.

Christine graduated with a degree in Accountancy from Cebu Institute of Technology.



**J'Roel Lim**  
Account Officer  
AP

J'Roel has joined AP as Account Officer in Energy Sales reporting directly to Benedick Salvador, AP VP-Energy Sales for VisMin. He was Senior Territory Manager for Westmont Pharmaceuticals before joining AP.

J'Roel graduated with a degree in Management, cum laude, from Siliman University and an MBA from the Asian Institute of Management.



**Leslie Marie Gonzales**  
Document Specialist  
AEV LEX

Pagan Arches, Sr., AEV Sr. Associate General Counsel, Contracts and Commercial Transactions. She was Online Content Reviewer at Baker & McKenzie Global Services Manila before joining AEV.

Leslie graduated with a degree in Political Science

from Far Eastern University and is currently taking post graduate studies in Business Administration at Pamantasan Lungsod ng Muntinlupa.



**Ronadell Hongo**  
IT Security Specialist  
AEV iCSD

Ronadell has joined AEV as IT Security Specialist reporting directly to Jojo Sityo, AEV AVP for IT Operations and Information Security. She was connected with Aboitiz Transport Systems before joining AEV. Ronadell graduated with a degree in Computer Engineering from Adamson University.



**Rohj Mariano**  
Corporate Branding and  
Communication Specialist  
AEV RMD

Rohj has joined AEV as Corporate Branding and Communication Specialist reporting directly to Dave Devilles, AEV Corporate Branding and Communication Manager. He was Senior Public Relations Specialist at TV5 Network before joining AEV.

Rohj graduated with a degree in Communication Arts from the University of Santo Tomas.



**Kevin Rico**  
Junior Accountant  
Aboitiz Foundation

Kevin has joined the Aboitiz Foundation as Junior Accountant reporting directly to Riza Madrid, Aboitiz Foundation Accounting Manager. He was Billing Officer at St. Luke's Medical Center – Global City before joining the Aboitiz Foundation.

Kevin graduated with a degree in Management Accounting from the University of Makati.



**Rhuina Nina Oljol**  
Junior Accountant  
AP

Rhuina has joined AP as Junior Accountant reporting directly to Dary Aran, AP Accounting Manager. She was part-time bookkeeper at Nichols Park Subdivision Homeowners' Association before joining AP.

Rhuina graduated with a degree in Accountancy, summa cum laude, from the University of Southern Philippines, and is a CPA.

# People



**Maxine Anne Teveros**  
Junior Accountant  
AP

Max has joined AP as Junior Accountant reporting directly to Dary Aran, AP Accounting Manager. Max graduated with a degree in Accountancy, magna cum laude, from the University of Saint Carlos, and is a CPA.



**Jhean Ann Versoza**  
Junior Accountant  
AP

Jhean has joined AP as Accountant reporting directly to Charisse Gendrano, AP Accounting Supervisor. She was Accountant at Bayer Business Services PH before joining AP. Jhean graduated with a degree in Accountancy from Polytechnic University of the Philippines.



**Michael Angelo Albelda**  
Trading Analyst  
AP

Michael has joined AP as Trading Analyst reporting directly to Jayson Jamandra, AP Trading Manager. He was Budget and Management Analyst for DBM before joining AP. Michael graduated with a degree in Applied Mathematics, major in Finance, from Ateneo De Manila University.



**Toni Rose Gabriel**  
SHEQ Analyst  
AP

Toni has joined AP as SHEQ Analyst reporting directly to Marco Carlos, AP VP-SHEQ. She was QMS Supervisor at Fastcargo Logistics Corporation before joining AP. Toni graduated with a degree in Industrial Engineering from Mapua Institute of Technology.



**Maria Ada Bicomong**  
HR Associate  
AEV HRQ

Ada has joined AEV as HR Associate reporting directly to Nel Ediza, AEV Talent Retention Officer. She was HR Assistant for AEV under John Clements Consultants from November 2014 to October 2015. Ada graduated with a degree in Psychology from the University of Santo Tomas.



**Melrose de Lumban**  
Documentation  
Associate  
AEV Treasury

Melrose has joined AEV as Documentation Associate reporting directly to Julie Ann Diongzon, AEV VP for Treasury Services. She was Operations Specialist at Security Bank before joining AEV.

Melrose graduated with a degree in Economics, Finance and Politics from Polytechnic University of the Philippines and is currently taking post graduate studies in Business Administration at the University of Santo Tomas.



**Raissa Refran**  
HR Business Partner  
AP

Raissa has joined AP as HR Business Partner reporting directly to LA Cruz, AP AVP for Attraction and HR Operations. She was HR Officer for Smart Communications before joining AP. Raissa graduated with a degree in Psychology from UP Pampanga.



**Celso Caballero III**  
VP – Corporate Services  
TMO

Celso has been promoted to VP – Corporate Services and transferred to TMO reporting directly to Jovy Batiquin, President and COO. He was General Manager for WPF before this transfer.



**Rafa de Mesa**  
VP – Business Innovation  
Group and Commercial  
BU  
AboitizLand

Rafa has been promoted to AboitizLand VP – Business Innovation Group and Commercial BU reporting directly to Andoni Aboitiz, AboitizLand CEO and Patrick Reyes, AboitizLand COO. He was AVP-Business Innovation Group before this promotion.



**Malou Marasigan**  
VP – Reputation  
Management  
AEV RMD

Malou has been promoted to AEV VP – Reputation Management reporting directly to Susan Valdez, AEV SVP – Chief Reputation and Risk Management Officer. She was AVP – Sustainability, Corporate Branding and Communication before this promotion.



**May Penalosa**  
VP – Project Finance  
AEV

May has been promoted to AEV VP – Project Finance reporting directly to Gabby Manalac, AEV SVP – Group Treasurer. She was AVP – Project Finance before this promotion.

## Promotions / Transfers



**Bevs Tolentino**  
FVP – Chief Financial  
Officer  
AP Generation

Bevs has been transferred to AP as CFO reporting directly to Manny Rubio, AP Generation EVP and COO and matrix to Liza Montelibano, AP CFO. She was Managing Director and Business Controller at SN Power Invest Netherlands before this transfer.



**Robin Sarmiento**  
VP – Strategy Finance and  
Investments  
AEV

Robin has been promoted to AEV VP – Strategy Finance and Investments reporting directly to Robert McGregor, AEV SVP – Chief Strategy and Investment Officer. He was AVP – Strategy Finance and Investment before this promotion.

# People



**Marie Tanate**

VP – Group Internal Audit  
AEV

Marie has been promoted to AEV VP – Group Internal Audit reporting directly to EIA and to the Audit Committee Chair of the Board of Directors. She was AVP – Group Internal Audit before this promotion.



**Raul Imperial**

AVP  
AEV Risk Management

Raul has been promoted to AEV AVP – Risk Management reporting directly to Annacel Natividad, AEV VP – Risk Management. He was Risk Finance Manager before this promotion.



**Gloidan Mia Papas**

Sustainability Manager  
AEV RMD

Gloidz has been promoted to AEV Sustainability Manager reporting directly to Malou Marasigan, AEV VP – Reputation Management. She was Sustainability Officer before this promotion.



**Dave Valeriano**

VP – General Manager  
WeatherPhilippines  
Foundation

Dave has been promoted to WPF VP – General Manager reporting directly to Susan Valdez, WPF President. He was AVP – Investor Relations before this promotion.



**Bernard Mamuad**

AVP  
Expro Security Services

Bernard has been promoted to EXPRO AVP for Security reporting directly to Bingen Mendezona, EXPRO VP – Security. He was General Manager before this promotion.



**Paulo Quinto**

Infrastructure Manager  
AEV iCSD

Paulo has been promoted to AEV Infrastructure Manager reporting directly to Jojo Sitoy, AVP – IT Operations and Information Security.



**Dixie Dugan**

VP – Legal Services  
Management  
AEV LEX

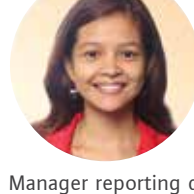
Dixie has been transferred to AEV VP–Legal Services Management reporting directly to Jazz Oporto, AEV SVP Chief Legal Officer. She was SNAP AVP – Legal and Compliance before this transfer.



**Judd Salas**

AVP  
AEV Investor Relations

Judd has been transferred to AEV Investor Relations as AVP reporting directly to Dmi Lozano, AEV CFO. He was AVP – Corporate Branding and Communication before this transfer.



**Kaye Rosario**

Sustainability Manager  
WeatherPhilippines  
Foundation

Kaye has been promoted to WPF Sustainability Manager reporting directly to Dave Valeriano, WPF VP – General Manager. She was Sustainability Officer before this promotion.



**Nina Pedro**

VP – Talent Attraction,  
Learning and  
Development  
AEV HRQ

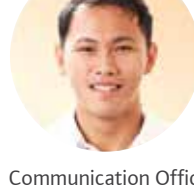
Nina has been transferred to AEV VP – Talent Attraction, Learning and Development reporting directly to Nancy Lim, AEV FVP–HRQ. She was AP AVP – Attraction, Optimization, and HR Operations before this transfer.



**Gedeon Gavan**

AVP – Regulatory for  
Visayas and Mindanao  
AP

Gedeon has been transferred to AP as AVP – Regulatory for Visayas and Mindanao reporting directly to Alvin Arco, AP FVP – Regulatory.



**Rogie Abala**

Digital Communication  
Officer  
AEV RMD

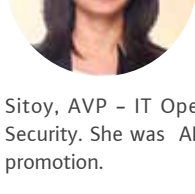
Rogie has been promoted to AEV Digital Communication Officer reporting directly to Mia Bontol, AEV Digital Communication Manager. He was AEV iCSD Service Desk Analyst before this promotion.



**Carlos Aboitiz**

AVP – Business  
Development  
AP

Carlos has been promoted to AP AVP – Business Development reporting directly to Donald Lane, AP Executive Director – Business Development. He was Business Development Manager before this promotion.



**Marijo Jamora**

AIMS Manager  
AEV iCSD

Marijo has been promoted to AEV AIMS Manager reporting directly to Jojo Sitoy, AVP – IT Operations and Information Security. She was AIMS Supervisor before this promotion.



**Melody Castro**

Business Systems Officer  
AEV iCSD

Melody has been promoted to AEV Business Systems Officer reporting directly to Ann Aribas, AEV Business Systems Manager.



# People



**Mark Fernandez**  
Senior Applications  
Supervisor  
AEV iCSD

Mark has been promoted to AEV Senior Applications Supervisor reporting directly to Kenneth Lim, AEV Information Systems Architect



**Joy Ann Aparece**  
Senior Accountant I  
AEV Accounting

Joy has been promoted to AEV Senior Accountant I reporting directly to Gilda Niere, AEV Accounting Supervisor.



**Marc Jayme**  
Senior Systems  
Administrator  
AEV iCSD

Marc has been promoted to AEV Senior Systems Administrator reporting directly to Jojo Sitoy, AEV AVP - IT Operations and Information Security.



**Charles Lim**  
IT Security Supervisor  
AEV iCSD

Charles has been promoted to AEV IT Security Supervisor reporting directly to Jojo Sitoy, AEV AVP - IT Operations and Information Security.



**Eddelyn Operio**  
AIMS Supervisor  
AEV iCSD

Eddelyn has been promoted to AEV AIMS Supervisor reporting directly to Jojo Sitoy, AEV AVP - IT Operations and Information Security.



**Ed Yamomo**  
Database Admin  
Supervisor  
AEV iCSD

Ed has been promoted to AEV Database Admin Supervisor reporting directly to Jojo Sitoy, AEV AVP - IT Operations and Information Security.



**Jana Pedro**  
Investor Relations  
Specialist  
AEV Investor Relations

Jana has been promoted to AEV Investor Relations Specialist reporting directly to Judd Salas, AEV AVP - Investor Relations.

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- Simon's House: Silang, Cavite - Sunny (Normal) - 35°
- Mom's Condo: Davao City, Davao - Thunderstorms (Heavy) - 20°
- Martha's Day Care: Ermita, Manila - Lightly Cloudy (Normal) - 25°
- Robert's House: Davao City, Davao - Thunderstorms (Heavy) - 19°

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# Christmas at Aboitiz

