

The Official Publication of the Aboitiz Group

5th Issue 2016

aboitizeyes.aboitiz.com

Aboitiz Eyes

FINAL PRINT EDITION



THE ABOITIZ DIGITAL TRANSFORMATION

AGORA opens door to
the digital workplace

UnionBank holds its
first-ever hackathon
in Manila and Cebu

RAFI@50: Passing
the baton to the
next generation

Cover Story

- 4 The Aboitiz Digital Journey

Corporate Center

- 8 Aboitiz Future Leaders primed for the world
10 The Right to Data Privacy: What you need to know
11 'Earthquake Preparedness' workshop launched in Aboitiz
12 A-Volution: Digital champions gear up for the transformation
13 Coffee with EIA
14 The Aboitiz Honor Roll

Power

- 16 Energizing Our Nation
19 TVI achieves 8.3 million safe work man-hours
20 Davao Light inaugurates 27th substation
21 Electricity and its impact to the millennials

Banking and Financial Services

- 22 UnionBank holds its first-ever hackathon in Manila and Cebu
24 CitySavings recognizes outstanding partner schools with 'Handog Pasasalamat'
25 CitySavings Chairman shares insights on SME growth at the 25th VABC
26 PERA HUB sponsors first "Kapihan sa PERA HUB"

Food

- 27 Ilonggo teens are #TinapayNatin champions
28 Mahalin Pagkaing Atin cited at OFW summit
29 Mahalin Pagkaing Atin Updates

Land

- 30 AboitizLand and ACGI partner for bigger and bolder projects nationwide
31 LiMA Technology Center gets own weather station

Infrastructure

- 32 Message of the Aboitiz InfraCapital Chairman & CEO
33 Republic Cement hosts CRH APAC Health and Safety Best Practices Meeting
34 Republic-sponsored TESDA skills training produces new welders for industry

Construction

- 35 Kaubans say "konnichiwa" to Japan
36 Construction business reaffirms ISO standards

CSR

- 37 Aboitiz CSR sets sight on innovation and digital
38 CSR updates
40 Christmas Outreach 2016
42 Japan's WNI supports WeatherPhilippines
43 Tacloban public school teachers take Weather 101
44 RAFI@50: Passing the baton to the next generation
45 Casa Gorordo Museum reopens with upgraded facilities
46 Bangsamoro youth learn personal leadership at RAFI-KAC
47 Restoring the glory of Gabaldon buildings

Sustainability

- 48 Green Fashion Revolution inspires 'earth resilience' design among Cebu students
50 VECO team members plant 2,500 coffee seedlings
51 Republic Cement volunteers say YES to Green

Column

- 52 La Familia Aboitiz – Our Roots
53 Loyalty – The Role It Plays
54 World Inequality
56 Why all Religious Organizations should pay taxes

People

- 57 Profiles: Jojo Guingao's fantastic digital revolution and how to start it
59 Movements, Promotions, New Hires, Retirement
61 I am retiring but not saying goodbye by Manuel "Bobby" M. Orig

Aboitiz Equity Ventures, Inc.

Chairman
Jon Ramon Aboitiz

President & CEO
Erramon Aboitiz

Executive Vice President & COO
Sabin Aboitiz

Editor-in-Chief
Susan Valdez

Executive Editor
Malou Marasigan

Managing Editor
Dave Devilles

Associate Editor
Cristina Biyo

Creative Directors
Ricky Sibonghanoy
Carlo Franco

Circulation Officer
Yhol Colegado

CONTRIBUTORS

Cover Story
Rogie Abala
Jojo Guingao
Diorella Tan

Corporate Center
Jason Brasileño
Jeff Cape
Aldwin Dumago
Leah Geraldez

Nina Pedro
Ralph Placido
Carol Rosini
Hannah Santioque

Power
Merly Bajao
MJ Cendaña
Mary De Guzman



Ronimay Duacay
Lloyd Revilla
Kristina Vargas

Banking and Financial Services

Chris Cañadella
Nikki Robas
Jomes Kemuel Ibañez
Christianne Quemado

Paula Joson
Paula Ruelan

Food

Anna Carreon
Rhea Embalzado

Land

James Labrigas
Arianne Manzo

Infrastructure

Rizzel Canada
Rose Enriquez
Myle Macalam

Construction

Ronaldo Amodia
Zeny Novabos

CSR

Rechiel Cordova
Jowelle Ann Cruz
Franz dela Fuente

RAFI

Rene Martel

WeatherPhilippines

Lia Neri
Kaye Rosario

Sustainability

Ruann May Barace
Fermin Edillon
Elina Mendoza
Gloidan Papas
Sherilyn Puno

Column

Endika Aboitiz



THE ABOITIZ DIGITAL JOURNEY

Be Social. Live Mobile. Go Digital.



Industry analyst IDC predicts that every industry will be disrupted in 2020. Digital trends and technologies are changing the face of business. The only way for organizations to survive in this digital jungle is to adapt and evolve.

To create long-term value for our stakeholders, Aboitiz is facing this digital challenge head-on with the newly formed Digital Management Team headed by Jojo Guingao as First Vice President. His team's mission is to kickstart a groupwide 'digital revolution' and ensure that Aboitiz is ready and actively taking advantage of the disruptions to make sure the organization remains ahead of the competition. The digital transformation exemplifies the strategic

pillar of execution excellence in everything the company does. This transformation is expected to support the three other pillars of growing the business, building human capital and engaging stakeholders.

Embracing the Digital Transformation

Here in the Philippines, the average Filipino spends as much as five hours online, mostly on Facebook and Twitter, versus three hours watching TV. This perfectly illustrates that the population is already social media-savvy. The rise in the number of Uber users is also proof that the country is not only ready for a digital disruption; it's actually already in the middle of one.

AEV Executive Vice President and Chief Operating Officer Sabin M. Aboitiz recognizes

this new era in technology: "Digitization will be integrated in our way of doing things. We will have digital projects to break down or reduce barriers between us and our customers," he said.

With this change, Aboitiz will be able to harness the opportunities of this digital disruption.

"Digital transformation is about business transformation," Guingao explained. "Aboitiz will transform the business through the use of digital technology to enhance customer experience, improve operational processes, and create new business models," he added.

The pace of innovation is exponential. While the Group is busy maximizing the power of mobile and the analytics tools, it

Cover Story

is already in the next wave of innovation that is beginning to make an impact on the business from IT to augmented reality to artificial intelligence. The transformation in the company envisions to bring the right technology to provide operational efficiency, and also understand how it can disrupt the business.

Building the Aboitiz Digital Foundation

Guingao acknowledges that a digital transformation is a challenging journey, and that company should be ready to adapt to the surprises that digital disruptions may bring.

The Aboitiz Digital Transformation initiative will focus on four key building blocks: workplace transformation, customer experience, business operations, and business model innovation.

Crucial to this is the enabling of a digital culture within Aboitiz that fosters agility, and a collaborative environment. Bringing everyone to the same level of understanding and digital literacy is also critical to allow this kind of maturity to occur across the Group.









Products and services are expected to provide the same level of customer experience across online channels like website, Facebook, Instagram, and Twitter.

Aboitiz must also start focusing on transformative projects by using technology as a competitive advantage to develop new business models and provide better customer experience.

Another critical pillar for a successful digital revolution is for data to be in the heart of the transformation. The Digital Management Team will provide better customer service and business insights through the use of analytics, business intelligence, big data, the Internet of Things (IoT), among other tools.

Making It Happen

According to Garner Institute and a number of Industry research, changing the company culture continues to be the main challenge facing digital transformation. Transforming the business will not be easy as it takes the entire company's support to

	World's largest taxi company OWNS NO TAXI!
	World's largest accommodation provider OWNS NO REAL ESTATE!
	World's largest phone companies OWNS NO TELCO INFRA!
	World's valuable retailer OWNS NO INVENTORY!
	World's most popular media owner OWNS NO CONTENT!
	World's fastest growing bank OWNS NO ACTUAL MONEY!
	World's fastest largest movie house OWNS NO CINEMAS!
	World's largest software vendor OWNS NO APPS!

FILIPINOS ARE MOBILE AND SOCIAL



101
Million
Filipinos



48
Million Have
Internet
Access



119
Million
Mobile
Penetration



55
Million
Smartphones



47
Million
Facebook
Account
Owners

- #1 globally in time spent on social media - 3.7 hours
- Spend more time on internet [5Hrs/day] vs TV [3Hrs/day]

make it happen.

It is all about upgrading the organization to work in the digital economy. Not only does it need to invest in systems and technology but on people as well. This is being kickstarted by the implementation of the groupwide intranet portal. The platform of choice, LumSites, will provide the stage for a digital workplace, from collaboration, to sharing information, to a new digital rewards system. A series of trainings and workshops will be delivered in the next 12 months to make sure that the employees

are maximizing the technology while also easing in the transition to a digital work environment.

Aboitiz employees can also look forward to having a stable digital framework to create a platform that merges employee and customer experience with partner ecosystems. This will then be linked to an IoT platform, as well as a data and analytics hub.

A center of excellence for all things digital in the Aboitiz worksphere will be established. This will be the central place for studying and

Cover Story

understanding how Aboitiz can apply new technology to move the business forward.

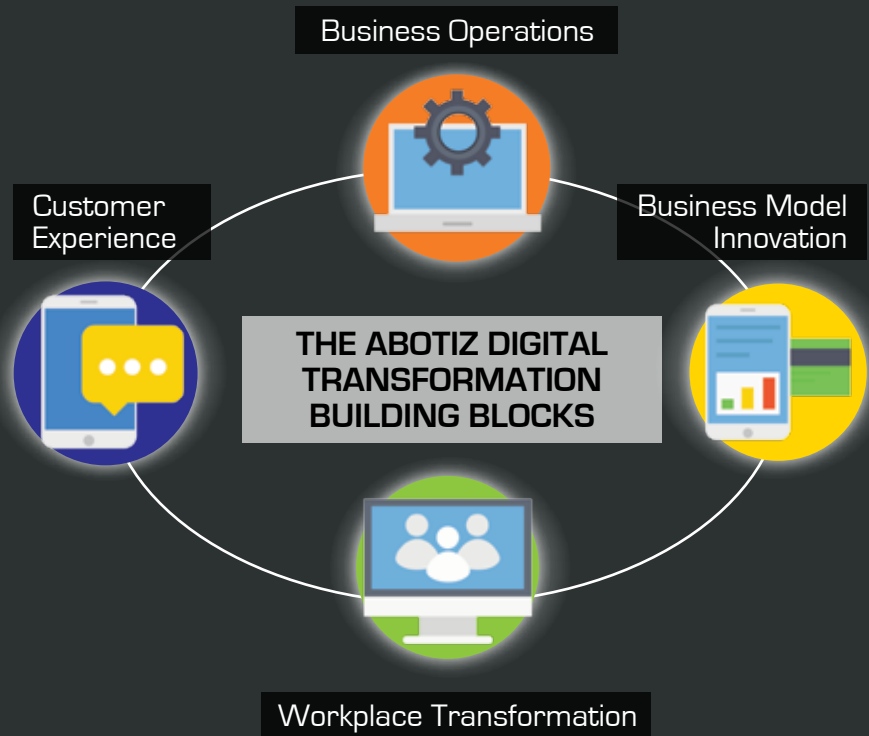
A Bright Future for a Digital Aboitiz

Once this digital dream is realized, a new Aboitiz will be born—an Aboitiz that delivers top-line growth, with optimized costs and improved services. Each SBU will be able to readily offer a unified digital experience across the Aboitiz group through integration of digital content, stakeholder standpoints, and set data and analytics platforms.

With a digital Aboitiz comes a company that will be ready and eager to embrace experimentation. Aboitiz will be more open to emerging technologies, new business models, and state-of-the-art digital experiences.

The Aboitiz 'digital revolution' is counting on every A-person to join and support this one-of-a-kind and exciting journey. The possibilities are endless for creating long-term value for all stakeholders.

Be Social, Live Mobile, Go Digital.



INTRODUCING THE DIGITAL MANAGEMENT TEAM.

Aboitiz faces the digital challenge head-on with the newly formed Digital Management Team headed by Jojo Guingao (center). The team's mission is to ensure that Aboitiz is ready and actively taking advantage of the technological disruptions.



The Aboitiz digital transformation initiative will concentrate on key building blocks that focus on workplace transformation, customer experience, business operations, and business model innovation.

Jojo Guingao,
FVP, Digital Management, AEV



Good evening, my fellow A-People.

We envision Aboitiz to provide the same happy experience to our internal and external customers and stakeholders, an experience that creates impactful touch points all throughout the customer experience.

This is really the way to go.

Disruptive technology is here; it's unfolding and advancing every day, altering the way we do things both at home and at work. Look at how UBER, Netflix, and other big companies digitized the business landscape to provide a better customer experience.

The Philippines has the highest adoption rate of Facebook in the world with over 50 million users. We are a country of 100 million people with over 100 million mobile phones. We are now in an era where smartphones, computers, and tablets are treated as a commodity. Our new window of the world is our mobile phone and social media sites like Facebook and Instagram. It's a different and ever changing world today.

So, as we always ask in Aboitiz, "Is there a better way?" Well, we want an environment for all generations to communicate and work collaboratively. Let's put it this way, soon, if you don't go on Facebook, you won't be able to communicate.

The Aboitiz demographic population has tremendously changed over the years. Today, 50 percent of the Aboitiz population are millennials and digital natives, who grew up around technology, who think differently, and are used to finding solutions with a click of a button. These digital natives are bringing these tools to work and helping drive a new culture of collaboration and teamwork.

It can be challenging for the millennials to work for an environment that is not digitally connected. It is crucial that we all can easily adapt, in other words, we hear you.

But who said this is only for millennials? All of us need to be connected, have easy

SMA leads the launch of Aboitiz Digital Transformation

Message of the AEV EVP and COO



FIRST TO POST. SMA takes a groupie with the audience as he introduces AGORA to Aboitiz team members at the Taguig Christmas Party last December 9. Check out the photo via @AboitizCareers on Twitter.



AGORA will be our platform to creating our digital culture. It is mobile, social, and on the cloud. Information can now be accessed, anytime anywhere. It equips us with the tools to collaborate within our teams and across the group.

access to information, work collaboratively with limited resources, and achieve efficiency in less time.

So tonight, we are launching the very first Groupwide initiative on digital transformation – our intranet portal. Welcome to “AGORA”.

In ancient Greek cities, AGORA is an open space that served as a meeting for various activities. It connotes assembly of people as well as a physical setting. To the Greeks, AGORA is regarded as a typical feature of their daily lives where they do religious, political, judicial, social, and commercial activities.

Similar to how it was described, AGORA will be our platform to creating our digital culture. It is mobile, social, and on the cloud. Information can now be accessed anytime, anywhere. It equips us with the tools to collaborate within our teams and across the group.

Little by little, we will see changes in how we work, how we serve our customers and how we

provide better products and services. We will continue to bring new insights such as big data and analytics.

I know you are all active Facebook and Instagram users given the number of likes in your Mannequin Challenge videos. My challenge to you now is how can we bring the same level of enthusiasm and engagement in building an Aboitiz Digital culture?

How can we make Digital part of your readings, meetings, and conversations? We leave the answers to you. Get curious about it. Share ideas, learn from each other, gain new perspectives, and upskill ourselves along the way.

It's about challenging the status quo, putting to work the Aboitiz values of Innovation and Teamwork, embracing the change, and constantly finding better ways.

Good evening and enjoy the rest of the night.



Aboitiz Future Leaders primed for the world

PREPARING THE YOUTH FOR GLOBAL LEADERSHIP. Presenting the delegates of the 11th Aboitiz Future Leaders Business Summit with mentors and AFLBS alumni.



You millennials already have what it takes to become global leaders. We trust that this leadership summit will further motivate you to aspire to be a positive change agent for the greater good. Envision yourself to be a global leader in the future, making a difference both here at home and abroad.

-Erramon I. Aboitiz, President & CEO, AEV

The 11th Aboitiz Future Leaders Business Summit (AFLBS) welcomed 91 of the country's best and brightest college student delegates to the annual youth congress, which was held at the Marco Polo Plaza Cebu from November 3 to 5.

Themed "Filipino Youth, Global Leaders," the summit provided a platform to inspire young Filipinos to work for a goal bigger than themselves, excel in their field of choice and make a difference in the society. There were 57 delegates from Luzon, 21 from Visayas and 13 from Mindanao. They come from a mix of degree courses such as Accountancy, Engineering, Economics, Business Administration, and Psychology, among others.

In his opening keynote, Aboitiz

Group President Erramon Aboitiz talked about "#BetterWorld: The Aboitiz Way", emphasizing to the young participants the value of fostering leadership skills.

"You millennials already have what it takes to become global leaders; we trust that this leadership summit will further motivate you to aspire to be a positive change agent for the greater good. Envision yourself to be a global leader in the future, making a difference both here at home and abroad," he said

"When you step out of the halls of your university and enter the real world, may you always be constantly aware of the transforming role of your actions not only in your place of employment, but also in the communities you affect," he added.

Every year, the Aboitiz Future Leaders gathers the country's brightest college student leaders for a three-day summit of fun and knowledge through activities that allow participants to develop their leadership skills and learn management concepts in a corporate environment.

Aside from top Aboitiz executives, invited keynote speakers were internationally acclaimed Filipino furniture designer Kenneth Cobonpue and tech entrepreneur Paul Rivera, CEO and co-founder of Kalibrr.com.

Concluding its 11th year of building young talented leaders, the AFLBS continues to prepare and empower the youth to be change-makers in their chosen fields and society in general.

Corporate Center



Their curiosity had delegates lining up to ask questions to the executive speakers during the plenary and breakout sessions.



AEV Chairman Jon Ramon Aboitiz toured the delegates and introduced the rich history of the Aboitiz Family at the Don Ramon Aboitiz House.



The 11th AFLBS delegates faced their fears and learned the value of teamwork through the Belay school and various ropes courses at the Kool Adventure Camp.



Fifth generation scions Eduardo Aboitiz and Samel Aboitiz joined the delegates at the Kool Adventure Camp as team moderators and acted as mentors during the product systems challenge.



Acting as team moderator, Sandro Aboitiz led the discussion with some of the delegates during the networking dinner at Circa 1900 in Cebu.



On "Day 0", Txabi Aboitiz explained to the delegates what AFLBS is about during the fiesta-themed pre-summit welcome lunch at Marco Polo Plaza Hotel Cebu.



In Aboitiz, people are our greatest assets, which means that human resources holds a key role in the organization—that of finding the right people to occupy the right positions and motivating them to excel and be the best at what they do.

—Txabi Aboitiz, SVP & Chief Human Resources Officer, AEV

The Right to Data Privacy: What you need to know

A study in 2014 reported that Filipinos spend an average of nine hours looking at a screen a day. Today, the number could be higher. With those hours spent online, we unknowingly encode our personal data.

We input personal data online through our social media, shopping portals, personal email, and even our online banking transactions. We also sometimes encode “sensitive personal information” online such as data on our health, education, personal bank details, our tax number, social security details, licenses, and health records. When in the wrong hands, these are prone to misuse and abuse, causing serious repercussions if not legally protected.

The formation of the National Privacy Commission gave way to the Philippine Data Privacy Act, giving us rights over our personal data and manners in which these are processed under the control of third persons. Rules have been put in place and can now be effectively enforced to protect our personal data.

Here’s what you need to know:

DATA PRIVACY ACT

As individuals we regularly share personal data - sometimes willingly through social media; other times because we are required to provide it when we obtain products or services. There are even instances where we share personal information without being aware of it.

KEYWORD DEFINITIONS

PERSONAL INFORMATION

Any information, from which the identity of an individual is apparent or can reasonably and directly be ascertained, or when put together would directly and certainly identify an individual.

SENSITIVE PERSONAL INFORMATION

Information about an individual's race, marital status, age, religion, philosophical or political affiliation, health, education, genetic or sexual life, social security number, health record, licenses, tax returns, and any proceeding for any offense.

PRIVILEGED INFORMATION

Information learned in confidence and considered privileged communication under the law such as those between spouses, attorney and client, doctor and patient, or a confession made to a priest or a minister.

PERSONAL DATA

All types of personal information, i.e., personal information, sensitive personal information and privileged information

RIGHTS OF DATA SUBJECTS

The Data Privacy Act grants individuals specific rights over their personal data.

RIGHT TO BE INFORMED

The right to be informed every time personal data is processed.

RIGHT TO OBJECT

The right of the individual to object to processing of personal data. This includes the right to be notified and withhold consent if the circumstances under which consent have been previously given have changed.

RIGHT TO ACCESS

The right of the individual to reasonable access to his personal data, the manner these were obtained and processed, and the identity of the personal information controller, among others.

RIGHT TO RECTIFICATION

The right to be indemnified for damages suffered due to inaccurate, false, outdated, unlawfully obtained or unauthorized use of personal data.

RIGHT TO ERASURE OR BLOCKING

The right to order the blocking, removal or destruction of the individual's personal data when it is incomplete, false or unlawfully processed.

RIGHT TO DAMAGES

RIGHT TO DATA PORTABILITY

The right to obtain from the personal information controller a copy of the individual's personal data for his further use.

TRANSMISSIBILITY OF RIGHTS

The rights of the data subject may be invoked by his heirs or assigns upon his death or incapacity

KNOW YOUR RIGHTS!

The Philippines ranks third in natural disaster risk, according to the World Risk Index. This is no surprise because not only are we visited by numerous typhoons yearly, we are also located in the Pacific Ring of Fire, an area where a large number of earthquakes and volcanic eruptions occur. Cognizant of this risk, the AEV Risk Management Team launched a series of training sessions last November that aims to raise team member readiness in the event of an earthquake caused by the Philippine West Valley Fault.

The workshops are facilitated by Foresight Life Resilience Corporation. Speaking at the seminars, Lt. Commander Ferdinand "Dino" Juan, PN (GSC) (RES) began by sharing the key findings of the Study of the West Valley Fault System conducted jointly by the Japan International Cooperation Agency (JICA) and the Australian Aid. The West Valley Fault, a 100-kilometer active line, is part of the longer Valley Fault System. It has moved four times in the last 1,400 years following a cycle every 400 years. The last major earthquake generated by this fault was in 1658, or 357 years ago. This means the metro is already due for the next big quake.

The more important key takeaway of the seminar is the extensive preparation that each team member should do together with his or her family.

- Have well-stocked first aids kits, emergency food and water supplies, and equipment. This may prove a lifesaver in case of injuries or a prolonged crisis.
- Reserve cash for contingencies. There is no way to anticipate all the potential dangers and having cash on hand can serve many purposes.
- Stock up on supplies in your go bags. A stockpile that will last for weeks is recommended. Rotate supplies to prevent food items from expiring. Each member of the family should have his or her own go bag. Keep them in easy-to-find places in the house.
- Have an alternate evacuation location. Finding a primary and secondary evacuation location is critical. This can be outside of Metro Manila, or places that move out from

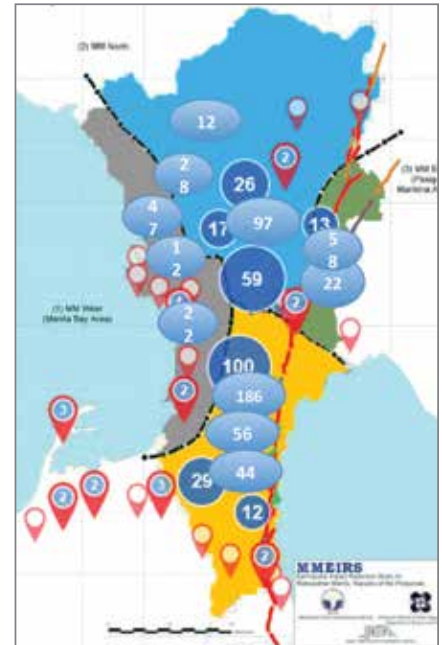
'Earthquake Preparedness' workshop launched in Aboitiz

TLs/TMs Concentration as of October 30, 2016

SBU/BU	North	South	East	West	Total
AEV	30	112	23	22	187
APC	54	109	18	17	198
AboitizLand	15	16	16	11	58
AFI	2	9	2	0	13
APRI	6	14	6	4	30
Aseagas	6	10	1	1	18
Aviation	2	9	2	0	13
Coal Group	11	22	3	1	37
EXPRO	4	11	6	7	28
Hedcor Group	1	8	2	2	13
Pilmico	14	71	9	3	97
SNAP	32	43	20	10	105
TMO	55	29	3	41	128
WPF	1	11	6	7	25
TOTAL	233	474	117	126	950

--- Possible Regional Separation by Earthquake impact
 — West Valley Fault Line

- the fault line. Food and essential supplies should also be stocked there.
- Practice responding to emergencies. Have regular fire and earthquake drills. Not only will each person know what to do during these situations, but this will also greatly reduce panic, which is the most fatal reaction in an emergency.
- Keep identification cards at all times. IDs with complete details such as contact numbers, blood type, and nickname should be included. Keep large photographs of your family members to help you locate them in evacuation centers or during search-and-find situations.
- Finalize your Family Evacuation and Reunification Planner. This is a customized form distributed after the seminar that includes a list of the evacuation party (family members), reunification point, and evacuation destinations.



The first run was held in AEV while subsequent runs are scheduled for the rest of the business units. This initiative is one of the five key strategies of the West Valley Fault Earthquake Self-Resiliency -Business Continuity Plan for team members.

A-Volution: Digital champions gear up for the transformation



EMBRACING THE DIGITAL TRANSFORMATION. Digital champions from across Aboitiz Group were gathered for a two-day training that will equip them for the 'digital revolution' ahead.

“All the topics from the training makes you understand what customers need in terms of digital consumption. It helps us strategize and curate the right message using the right platform. I'm so excited to work intently hand-in-hand with AEV Digital Team to make Pilmico broaden its reach.

- Rhea Embalzado, Brand Specialist, Pilmico

Gathering all communication leaders and digital champions across the group, the Digital Management team hosted “Digital A-Volution: Survival of the Digitally Fittest”, a 3-day workshop held last November, tackling various areas of social media marketing from video content to paid media planning.

Leaders from all business units started out crafting digital marketing frameworks on Day 1, while their respective champions accomplished the plan in greater detail on Days 2 and 3. The workshop ended with each champion presenting an initial framework for their social media plans.

Jonas De Los Reyes, a social media expert and co-founder of Socialytics Inc. started the workshop talking about the value of social media. “Because of social media, communication now flows both ways and it has empowered a new breed of more active, vocal (and usually more demanding) consumers. Everything we do on social media

has to be remarkable, attention-earning, and share-worthy,” he said.

Opening the session on content marketing, Denise Luchangco, Chief Experience Officer of Quiddity Usability Labs shared that while product explanations are important, they don't always make the most compelling stories. Engage your audience by making it relatable and authentic.

“Our objective for this training is actually

three-pronged: First, unite everyone on a singular framework; second, share the latest trends on social media to update the group, and; third, bring all digital champions together to foster greater collaboration,” shared Jojo Guingao, FVP for Digital Management. He even added that because of the success of the three-day session, the digital team is planning to make this a quarterly gathering in Aboitiz Group.

“The ideas and learnings shared are superb! It guides and motivates us on how to become effective digital champs in handling our [accounts]. It also educates us on current trends in social media... [so that we are not left behind].

- Jary Sibonghanoy, Reputation Specialist, VECO



Coffee with EIA 2016



The more important objective of this meeting is to hear what's in your minds.

- Erramon Aboitiz, President & CEO, Aboitiz Group

The year will not be complete without the annual 'Coffee with EIA' townhall meetings at the Taguig and Cebu corporate offices. As always, EIA was eager to respond to a wide-ranging list of questions from team members.

Q: If you were to be President of the Philippines, how will you turn the Philippines from third to first world country?

If I were to become President — that would never happen — never really thought about it but, for me, one of the things I would do, and something that you are seeing the government doing already, is improving our infrastructure. There is no downside to it. I think we should be upgrading all of our infrastructure around the country, like I said, airports, roads, MRTs, public transportation, that whole shooting match.

Q: How do we attract the best talent for the organization and be the employer of choice for new graduates and professionals?

In a nutshell, we have to be competitive in our compensation and benefits. The other things is to make this a place where people enjoy working and believe in what they are doing. We have to make sure that everybody has a future in their career, optimize their skills and achieve goals in life in our organization. This is where the BetterMe program comes in where people can take charge of their future.



Q: How will we bring the Aboitiz culture into the new infrastructure SBU?

If you see the Group, different SBUs have slightly different cultures. We don't want to discourage people from having a unique way of doing things but we also want to make sure that it is part of the greater Group way of thinking. So, having the same values, the Aboitiz Way are things that will probably have commonality among all the team members in the Aboitiz Group.

Q: What piece of advice would you give to millennials in order to thrive in this organization or in life?

I believe in the old fashioned way of hard work and giving something everything you have. If you pour your heart and soul into something, you will achieve what you set out to achieve.

Q: What is the legacy you want to leave behind in Aboitiz?



What I'd really like to achieve is to continuously build on what we have. It's very important that we all are able to add to what was given to us. For me, a legacy is to leave behind something bigger than what we received.

Q: How do you see creating shared value being adopted in the Group?

I think shared value is very much embedded already in a lot of our businesses, we just never thought about it that way. This is where it's very important for us to have a common purpose of why we are doing things and once we're able to find that real purpose, creating shared value will become clearer.

Q: After your retirement, would you consider accepting an offer from President Duterte if he asks you to join his cabinet?

I hope he doesn't because I would have to say "no".

The Aboitiz Honor Roll

AboitizPower, AEV honored at the PSE Bell Awards

AboitizPower and Aboitiz Equity Ventures were among the publicly listed companies honored at the 4th Annual Bell Awards, which were handed out by the Philippine Stock Exchange last November 10 in ceremonies held at the Makati Diamond Residences.

For demonstrating exemplary performance in good corporate governance, AboitizPower received its second Bell Award after its first win in 2014 while AEV, which won in 2013 and 2015, was among the finalists of 2016.

Receiving the recognition for AEV and AboitizPower were AEV SVP & Chief Compliance Officer Atty. Jasmine Oporto and AEV SVP & Chief Corporate Services Officer Susan Valdez.



AEV and UnionBank bag top recognition in the Asia Corporate Excellence and Sustainability Awards

UnionBank and Aboitiz Equity Ventures were among the Philippine companies recognized for their excellence in human resources management and corporate social responsibility at the recently concluded Asia Corporate Excellence and Sustainability Awards (ACES) held last November 17 in Singapore.

UnionBank was named 'Best Company to Work for in Asia', affirming its commitment to put a premium on the development and welfare of its employees. AEV took home the 'Top CSR Advocate in Asia' award, which recognizes its leadership in integrating CSR into its policies and operations while creating a positive impact on people and society. UnionBank President and COO Edwin Bautista (top) and Malou L. Marasigan, AEV VP for Reputation Management (bottom) received the awards during the recognition gala.

ACES showcases Asia's finest responsible corporate leaders. As a bias-free award giving body in Asia, it carefully chooses outstanding companies, both large and small, for their contribution to their communities and the world.



Green Fashion Revolution wins a Silver Stevie

Aboitiz Equity Ventures took home a Silver Stevie award at the 2016 International Business Awards held in Rome, Italy last October 21. The award recognized AEV in the Communications or PR Campaign of the Year category for excellence in creating awareness of an event or activity, particularly, AEV's support of Aboitiz Foundation's Green Fashion Revolution program. AEV Corporate Communication Manager Dave Devilles received on behalf of the company. International Business Awards Founder and President Michael Gallagher presented the award.



The Aboitiz Honor Roll

Aseagas receives Frost and Sullivan Philippines Excellence Award for innovation in biomass power

Aseagas Corporation received the 2016 Frost and Sullivan Philippines Excellence Award in the category of Competitive and Strategy Innovation and Leadership Award in Biomass Power in a banquet hosted at the Conrad Centennial Singapore last October 13.

Aseagas COO Juan Felipe A. Alfonso received the award citing Aboitiz core values in his speech. "Innovation is one of our core values and it is very fulfilling to be recognized by your esteemed organization. To help us improve in what we do, we always ask ourselves the questions: Is there a better way and how can produce renewable energy for this generation and the generations to come. This award belongs to all our team members who spent the last two years of their lives building one of the most complex plants in our company's portfolio," he said.



SNAP-Benguet wins big in National Health and Safety Awards

Ambuklao and Binga Hydroelectric Power Plants received the Silver Award in the industry category of National Gawad Kaligtasan at Kalusugan (safety and health award) or GKK held by the Department of Labor and Employment (DOLE). SNAP-Benguet Sr. Manager for SHESQ Hollis Fernandez also received the Gold Award for the individual category. SNAP EVP and COO Joseph Yu led the SNAP-Benguet team at the awarding ceremony.



TMI receives national GKK award

Therma Marine, Inc. (TMI) has been recognized as the 2016 Gawad Kaligtasan at Kalusugan (GKK) bronze awardee on Occupational Safety and Health Standards Industry Category during the 10th GKK National Awards on November 18 held at the OSHC Auditorium in Quezon City.

TMI also bagged the first place award during the regional GKK competition before qualifying to the National GKK level.

The GKK national award is organized by the Department of Labor and Employment to recognize exemplary efforts and initiatives of organizations and individuals who go above and beyond health and safety standards in their respective workplaces.



Energizing Our Nation



Dear Fellow Team Members,

Over the years, our group has substantially grown to show our commitment of providing A Better Future by delivering reliable, reasonably-priced, and responsible power to our nation.

Allow me to share with you our group's key milestones that led us to where we are today.

Our Generation Business Group, together with our partners, powers the country with a total of 3,350 MW net sellable capacity by harnessing a balanced mix portfolio of Cleanergy and thermal energy sources.

Meanwhile, our Distribution Business Group supplies electricity to high-growth areas in Central Luzon, Visayas, and Mindanao to serve the growing needs of about 900,000 customers.

Let us continue cooperating with one another as we look for more innovative and responsible ways to make AboitizPower a leading company that strives for growth and excellence in the power industry.

As we move forward, let our group's rich history be an inspiration and a source of pride for everyone in achieving 1AP together.

Thank you,

A handwritten signature in black ink, appearing to read 'AM', written over a white background.

Antonio R. Moraza
President & COO,
AboitizPower

OUR GROWTH OVER THE YEARS

AboitizPower Key Milestones

1900

1918

The Aboitiz family's humble beginnings in the power industry started when they acquired 20% equity stake in Visayan Electric Company (VECO).

1930

Aboitiz patriarch, Ramon Aboitiz, purchased Ormoc Electric Light Company from the Borromeo family, the first utility the Aboitiz Group owned and managed.

1935

The company acquired Cotabato Light and Power Company.

1946

Davao Light and Power Company was acquired.

1978

Hedcor was organized

1998

AP was incorporated to hold the Group's investments in power generation.



2000

2001

The Electric Power Industry Reform Act (EPIRA) was signed into law

2003

Subic EnerZone (SEZ) was incorporated and started its commercial operations

2004

- AP acquired Hedcor Talomo Hydro in Davao.
- AP took over the management of VECO.

2006

SN Aboitiz Power, the joint venture between AboitizPower and SN Power of Norway, bid for and was subsequently awarded the 360-MW Magat hydro plant in Northern Luzon.

2007

- AP became publicly listed at the Philippine Stock Exchange.
- Mactan EnerZone (MEZ) was incorporated and started commercial operations.
- SNAP-Benguet acquired the Ambuklao-Binga hydropower complex in Benguet.
- AP acquired 34% stake in STEAG Power in Misamis Oriental.

2008

AP Renewables, Inc. (APRI) won the bid for and was awarded the Tiwi-MakBan geothermal facilities. The Tiwi geothermal facility is in Albay, while the MakBan geothermal facility is in the provinces of Laguna and Batangas.

2009

Therma Luzon, Inc. (TLI) successfully won as the Independent Power Producer Administrator (IPPA) of the 700-MW Pagbilao power plant in the province of Quezon.



OUR GROWTH OVER THE YEARS

AboitizPower Key Milestones

2010

2001

- Therma Marine, Inc. (TMI) assumed ownership of two power barges, Mobile 1 in Maco, Compostela Valley, and Mobile 2 in Nasipit, Agusan del Norte.
- Hedcor Sibulan in Davao del Sur went on full operations.

2011

Therma Mobile, Inc. (TMO) acquired power barges Mobile 3-6 moored in Navotas from PSALM.

2013

- AP, through AESI and AdventEnergy, joined Open Access.



2014

- Hedcor inaugurated Tudaya 1 and 2 hydropower plants in Davao del Sur.
- AESI owned the 40-MW supply strips of the Unified Leyte Geothermal Power Plant (ULGPP) complex after it secured the IPP administrator contract from PSALM.

2015

- Hedcor Sabangan inaugurated its 14-MW hydropower plant in Mountain Province.
- Therma South, Inc. (TSI) in Davao and Davao del Sur started operations of its first unit.
- AP entered into agreements to explore geothermal resources in Indonesia.



2016

2016

- AP inaugurated TSI's 300-MW Davao baseload plant.
- San Carlos Sun Power, Inc.'s (SacaSun) 46-MW solar power plant in Negros Occidental was inaugurated.
- AP acquired full ownership of East Asia Utilities Corporation (EAUC) in Cebu.
- The Aseagas biomass power plant in Batangas joined AP's Cleanenergy portfolio.
- AP proposed the acquisition of interest in Bataan power plants.



Today, we have

45 Power Plants

8 Distribution Utilities

strategically located all over the country.

TVI achieves 8.3 million safe work man-hours

AboitizPower subsidiary Therma Visayas, Inc. (TVI) has announced that the ongoing construction of the 340-MW thermal power plant in Toledo City in southwestern Cebu reached 8.3 million work hours with no time lost on incidents resulting in injury on personnel.

TVI and its contractors achieved the safety milestone as the Therma Visayas Energy Project

(TVEP) reached 87-percent completion on Nov. 8.

TVI Project Director Grant Smith said that this was achieved through the exceptional teamwork and attention to detail by TVEP, its contractors and subcontractors, which followed the correct safety procedures.

“TVI does not compromise on safety. Safety governs every aspect of how we do business. I am

very proud of our impressive achievement and I would like to acknowledge the determination and hard work of the project management team, contractors, subcontractors and site workers for making this incredible milestone possible. I would like to congratulate the team for a job well done and I’m looking forward to more man hours without LTI,” Smith said.

“Considering the size of the project and the large number of different contractors and people on site (over 2,000), achieving this milestone was a real challenge. The keys to this success were teamwork, timely and effective intervention with a variety of tools that include toolbox sessions and safety walks, safety rewards for all the workers and site management of all contractors involved,” he added.

Safety is a top priority of the project with the TVI site team, project engineers, and contractor Galing Power & Energy Construction Co., Inc. and its subcontractors, SB Construction and EEI Corporation, working together to ensure a zero-harm work environment for everyone.

The TVEP is expected to provide additional base load power that will support the continued growth of Cebu and the rest of the Visayas.



SAFETY MILESTONE. The Therma Visayas, Inc. site management team, contractors and sub-contractors work together to ensure a safe work environment at the Therma Visayas Energy Project in Toledo City, Cebu, which is now 87 percent completed. The 340-MW thermal power plant will provide additional baseload capacity to Cebu and the entire Visayas grid. (PHOTO BY TVI)

Manolo Fortich marks 3.7-million safety milestone

The ongoing construction of the 68.8-MW Manolo Fortich Hydropower Project of Hedcor in Bukidnon Province has reached 3.7 million man-hours with no time lost on incidents resulting in injuries on personnel.

With this milestone, Hedcor President and COO Rene Ronquillo (RBR) said, “A safe working environment can only be achieved if there is a collective effort from our team. And, this is now the result. Our team has shown a strong regard to our commitments to health, environment, and safety.”

Hedcor considers the development as a major achievement, considering that the project site covers 74 hectares and involves a workforce of about 2,000.

The first of the two cascading run-of-river

hydropower plants is contracted to JV Angeles Construction while work for the second power plant is conducted by Sta. Clara International Corporation.

Hedcor commenced the construction in May 2015. The hydropower generation facility project is now 63% complete and expected to be commissioned by the third quarter of 2017.

The Manolo Fortich Hydropower Project will provide additional clean and renewable energy to the Mindanao grid. Zamboanga del Sur Electric Cooperatives 1 and 2, Zamboanga del Norte Electric

Cooperative, Misamis Occidental I Electric Cooperative, and Siargao Electric Cooperative have already signed renewable energy supply agreements with Hedcor.



SMOOTH SAILING. Since work began in May 2015, the Manolo Fortich project has had no time lost from incidents resulting in injuries on personnel.

Davao Light inaugurates 27th substation



TURNOVER OF KEY RESPONSIBILITY. Maa Substation Project Design Engineer Alain Porio (3rd from left), together with (from left) Assistant Vice President for Engineering Support Engr. Reynold Felix, and Protection Engineer Miguelito Rosaban turns over the key responsibility of the newly inaugurated 33MVA Maa Substation to Substation and Electrical Equipment Department Manager Engr. Ledio Penafiel and Assistant Vice President for Engineering Operations Engr. Mark Valencia.

With the real-estate and shopping mall boom in the southern part of Davao Light and Power Co.'s franchise, demand for electricity has also increased indicating a need for additional power within the said area.

As answer to this ongoing development and various business activities specifically in Davao City's downtown and Maa areas, Davao Light inaugurated its new 33MVA Maa Substation in Maa last October 28.

The substation will not only provide additional capacity but will also improve

the load distribution of the Davao Light system improving the quality of service to the customers especially in the Maa area.

Present during the inauguration are Barangay Maa officials as represented by Brgy. Kagawad Lope Calotes and Lyndon Banzon together with the project team of Davao Light and executives.

"The inauguration of the 33MVA Maa Substation is another milestone of Davao Light. Through this, existing nearby substations will be relieved of carrying huge load. The Maa substation will then carry

additional load growth in the future." said Arturo Milan, Davao Light's EVP and COO.

"We are very thankful that Davao Light made our barangay part of this project and this development. We are sure that Davao Light will deliver on its promise of a reliable service and stable power supply to its customers," said Kagawad Banzon, Brgy. Maa, Davao City.

The Maa substation stretches up to Ecoland Substation and along diversion road up to Monteritz.



Electricity and its impact to the millennials

'POWER' WINS. Ateneo de Davao University's (AdDU) video entry titled 'Power' was the unanimous winner in Davao Light's video-making contest this year with the theme "Electricity and its impact to the millennials". From left: Davao Light Reputation Enhancement Manager Fermin Edillon, AdDU students Lyen Yap and Diego Borromeo, Davao Light Assistant Vice President for Reputation Enhancement Rossano Luga, and Commission on Higher Education Education Supervisor Dr. Cesar A. Adeague.

“ The Generation Y, commonly refers to themselves as the 'millennials', are the future of this world. Thus, the company sees it fitting to educate and at the same time be educated by this generation through this contest.

–Rossano Luga, AVP for Reputation Enhancement, Davao Light

Addressing the power this generation beholds, Davao Light has launched its third annual video-making contest with the theme: "Electricity and its impact to the millennials".

For the whole month of August, the contest accumulated 41 video entries from different schools within Davao Light's franchise. All were in hopes to win the prizes at stake: PHP35,000 for the 1st Placer, PHP25,000 for the 2nd Placer and PHP15,000 for the 3rd Placer.

Last September 15, the top three winners were announced at the SM City Davao. Ateneo de Davao University's (AdDU) "Power" won the first place. The second

placer is University of Mindanao's "Gabay" and another entry from AdDU entitled "Kuya" won the third place.

There were also other special awards given. Davao Medical School Foundation's "Dark Light" took the Best Actor award while AdDU's "Ang Kwento ni Noon at Ngayon" took the Best Actress award.

An award was also given to the top three creative posters. AdDU's "Power" bagged the first place for this one. Second best poster was awarded to St. Dominic Savio Business & Technical College Inc.'s "Extraordinary Things". The third place was given to another entry from AdDU entitled "Memories".

Aside from the schools mentioned above, students from the Davao del Norte State College, Holy Cross of Davao College, Christian Colleges of Southeast Asia, University of Southeastern Philippines, St. John Paul II College of Davao, and Jose Maria College also submitted their respective entries.

Bienamer Garcia and Jose Mendoza, AboitizPower's VP for Customer Services in Distribution Business Group and AVP for Business Attraction respectively; Judd Salas, Aboitiz Equity Ventures AVP for Investor Relations; and local film critic Jay Rosas pre-judged the students' entries.



UnionBank holds its first-ever hackathon in Manila and Cebu

CREATING INNOVATIVE TECH SOLUTIONS. UnionBank President Edwin Bautista looks on as student participants race to provide digital banking solutions that also address societal concerns.

The two-part event demonstrates UnionBank's commitment to find the best banking solutions towards becoming a fully digitized bank that provides SmartBanking to all of its customers.

More than 400 participants from Metro Manila and Cebu schools showed up at UnionBank's first ever Hackathon and Convention (U:HAC), its response to the fast-changing and ever-evolving digital landscape that affects all sectors of society, most especially banking.

In his message, UnionBank Chairman and CEO Dr. Justo Ortiz encouraged the participants to be as imaginative and innovative as they can. "You shape the future, and the limitations of that future are your imagination and creativity which we know has no limits. So I'm here today to be inspired, to be energized

by the future that you are going to imagine," he said.

"We aim to be a bank of enduring greatness. We want to be relevant. We want to be expert. We always challenge convention. And we know that we will do that by joining hands with you and moving together towards this future where we can make a difference to ourselves as individuals, our families, the communities we serve, the country, and, with internet today, in the world," he added.

Manila hackathon

- Team White Cloak won the grand prize for

creating uBank, an app that utilizes speech recognition and natural language processing to make telebanking more convenient, cost-effective, and powerful. The team won the doubled-up prize of PHP160,000 as well as PHP30,000 special prize from IBM Bluemix plus Cloud Credit from IPC. The doubled-up prize is only given to the winning team who can provide an exceptional digital solution for the banking industry.

- Team Chibot placed second winning PHP60,000 for its Property View-R, an app of virtual reality listing of foreclosed properties allowing sellers and buyers to speed up the

Banking and Financial Services

process of viewing, ordering and closing the transaction.

- Static CJ placed third winning PHP40,000 for its UnionBuddy mobile app that uses cashless transaction services between small business owners and consumers.

Cebu hackathon

- Team LaurelEye won PHP50,000 and

a cloud credit from IPC for its Uber-type web-based platform for tutorials, allowing knowledge-sharing among individuals who are interested in arts, culture, and academic subjects, among others.

- HatchITSolutions won a special prize of PHP30,000 for their project CITYSIREN, a web app that uses data mining and data

analytics to inform local government units and businesses on issues that the public faces daily.

U:HAC 2016 Manila was organized in partnership with PLDT Innolab, IPC, and Red Wizard Entertainment while U:HAC Cebu was organized by UnionBank in partnership with A Space Cebu, PLDT Innolab, and IPC.

CIT-U wins in CitySavings 1st Hackathon

Students of Cebu Institute of Technology University (CIT-U) bested 4 other schools during CitySavings' own Hackathon last September 10 at Summit Circle Hotel, Cebu City.

CIT-U's winning mobile app, "CitySavings Loan", aims to make the loan application and approval process more convenient for the teacher-clients with the use of a smartphone. They received PHP10,000 as overall champion while other participating teams from the University of San Carlos, University of San Jose-Recoletos, University of Southern Philippines Foundation, and

STI College Cebu received PHP2,000 each as consolation prizes.

The competition is a first for the Bank where the student participants demonstrated their quick thinking, collaboration, and creative problem solving skills by developing a digital solution for a given business scenario within the six-hour hackathon duration.

CitySavings Board member Ana Aboitiz-Delgado, who also served as one of the judges, believes that going digital opens up a lot of doors for the Bank to make better decisions and to come up with better services delivered over digital channels. "It's going to enable us

to reach more teachers and change more lives," she added.

CitySavings EVP for Channel Management Levi Villanueva sees Cebu as a fertile ground for a lot of IT talents. "The hackathon is a better way to provide these talents with an opportunity to showcase their innovation, responsibility, and teamwork which are all core values of the Bank. Throughout this exercise we want them to have an increased awareness of the society and more specifically of the teachers; they are doing work that we believe is something very honorable," he said.





CitySavings recognizes outstanding partner schools with 'Handog Pasasalamat'

CELEBRATING STAKEHOLDERS. City Savings Bank honored teachers at the finale event for the Bank's 50th anniversary.

In concluding its year-long celebration of its 50th anniversary, CitySavings honored our country's cultural heritage and modern-day heroes who support nation building with an event themed "Handog Pasasalamat". It was attended by 104 partner schools, 27 of which were awarded as the top school contributors in areas where CitySavings branches are located.

Held at the Radisson Blu Hotel last October 23, the gathering highlighted the value of teachers both as customers and partners and for being a significant part of the bank's success.

CitySavings President and CEO Catalino Abacan delivered his welcome remarks in pure Filipino: "Sa mundo ikaw ay tinuturing bilang isang guro lamang subalit sa mata ng inyong mga mag-aaral ikaw ay isang bayani. Kami sa CitySavings ay may kahalintulad ding pananaw sapagkat kami ay naniniwala na sa inyo nakasalalay ang ikauunlad ng ating bansa."

UnionBank Chairman and CEO Justo Ortiz together with members of the CitySavings Board headed by Chairman Eugene Acevedo, the CitySavings management team, and branch and regional business heads were all present to lend support to the program.

The evening's highlight, handing the awards to the top partner schools, was headed by JAO, Chairman Acevedo, and the CitySavings Board Directors Ana Aboitiz-Delgado, Romy Ronquillo, Carlos Valarao and Dr. Tess Dumalanta. They were joined by Dr. Amelia Biglete, Commission on Higher Education's Director of the Office of Programs and Standards Development, and Dr. Margarita Ballesteros, Director of the Department of Education's (DepEd) Director for Partnerships and External Linkages, in congratulating the institutions.

DepEd's Regional Directors and representatives were also called on stage to present the awards and congratulate their respective 'home' schools. These were:

- Ms. Dominga Lim (Region 1)
- Dr. Estela Cariño (Region 2)
- Dr. Soraya Faculo (Cordillera Administrative Region – CAR)
- Dr. Lorna Dino (Region 4B)
- Dr. Ramon Fiel Abcede (Region 5)
- Dr. Ma. Gemma Ledesma (Region 6)
- Dr. Juliet Jeruta (Region 7)
- Dr. Ramir Uytico (Region 8)

- Dr. Allan Farnazo (Region 10)
- Atty. Alberto Escobarte (Region 11)
- Dr. Arturo Bayocot (Region 12)
- Dr. May Eclar (Region 13)

Luz Macairan, principal of Samar National School, summed up the spirit of the evening with a heartwarming message on behalf of all the awardees: "Your company is a blessing to us. This award symbolizes our good relationship and looking forward to more fruitful years to share. May God bless you more para marami pa kayong matulungan. Mabuhay ang City Savings Bank!"

DepEd Director Dr. Margarita Ballesteros closed the program also with a message saying: "CitySavings, at this point, for 50 long years, the journey may not have been easy. You have partnered with DepEd in particular and I have seen how CitySavings contributed to the 24M students in the Philippines and at the same time touching the lives of our teachers. For 50 years, I wish you all the best! We thank you from the Department of Education (DepEd). To the teachers, principals and regional directors who are here, let us take the challenge to live a simple life and do good to our brothers and sisters who are need."

CitySavings Chairman shares insights on SME growth at the 25th VABC

City Savings Bank Chairman Eugene S. Acevedo talked about the role of countryside banks and technology in building competitive “BIZDak” small and medium-sized enterprises (SMEs) at the 25th Visayas Area Business Conference (VABC) last September 16 at Sabin Resort, Ormoc City. Here are key takeaways from his talk:

On expensive bank loan rates

Operations expense (OPEX) inefficiency is the reason why rates are high. In microfinance, for example, the loan rate is 60% but OPEX goes as high as 50% of the loan. There is a need for SME banks to re-engineer and to go digital.

On causes of bad loans

First is wrong credit decision by the banks. Bankers must have a realistic view of

what the actual cash flows of the SME are. “You never lend to an SME based on their financials alone. A better way is to look at the whole ecosystem to validate their good standing and product reliability,” said Acevedo. Second is mismanagement and high living among some SME owners. Third is natural disasters, which is the biggest cause of systemic defaults among SMEs. An efficient insurance or risk transfer should be present to enable businesses to continue even after they get struck by typhoons.

On weak competitive position

SMEs are often sandwiched between big suppliers and buyers, leaving them little leverage. SMEs can group together and be in a stronger negotiating position in the supply chain.

On the need for technology and creating magic moments

The thrift bank arm of UnionBank has been leveraging on digital innovations to make the financing experience of teacher-clients easy and convenient. One of which is the Loans Hub (LH+), which uses algorithm to assess a loan application. Technology is about reducing cost and creating a delightful experience for our customers. That’s why at CitySavings, we don’t just say digitization; we say ‘magic moments’. If we’re unable to create ‘magic moments’ for our customers, we would have failed.

VABC is the biggest gathering of entrepreneurs, business managers, professionals, members of the academe and government executives in the Visayas. This annual event is organized by the Philippine Chamber of Commerce and Industry (PCCI).



DIGITAL BANKING AND POVERTY REDUCTION. Banking industry stalwart and CitySavings Chairman Eugene S. Acevedo offers a fresh way of addressing poverty through banking. A physics graduate and ‘science’ enthusiast, he believes that ‘we can science our way out of poverty’.

PERA HUB sponsors first "Kapihan sa PERA HUB"



FASTER AND EASIER LOAN PROCESSING. PETNET President Lorenzo Ocampo (left) met with ACDI Multipurpose Cooperative Loans Executive Vice President Esperanza Cauyan (center) at the first PERA HUB Kapihan to promote the newest facility for AFP uniformed and civilian personnel.

PERA HUB key executives were joined by ACDI Multipurpose Cooperative's field marketing officers last November 10 in Makati for the first ever Kapihan sa PERA HUB meet-up. The event paved the way for the promotion of the ACDI Multipurpose Cooperative membership processing and loan acceptance in selected PERA HUB branches.

ACDI Loans are available to AFP pensioners, active AFP military personnel (officers and enlisted) and regular AFP civilian employees. ACDI Loans Executive Vice President Esperanza Cauyan graced the event together with the different heads of the ACDI Team along with the Field Marketing Officers assigned in different areas in the country.

Eighty-five PERA HUB branches were selected for the pilot run of the multi-purpose ACDI loan acceptance. Nationwide roll-out is expected to happen by early 2017.

Visit www.perahub.com.ph to know which PERA HUB branches offer the ACDI Multipurpose Membership and Loan Acceptance.

Loyalty Card now available in all PERA HUB branches

PERA HUB customers can now avail of the PERA HUB card in all branches nationwide. The PERA HUB Loyalty Card allows customers to earn points and win raffle prizes for every PERA HUB transaction. Each point has a peso equivalent and can be used to pay for a PERA HUB service. Over 55,000 cards were already sold in just two months. Start earning points now. Visit www.perahub.com.ph for more details.

A promotional graphic for the PERA HUB CARD. It features a yellow card with the PERA HUB logo and the text "Friendly service. Great rewards." and "Member's Reference Number: 123 456 7890". Below the card, it says "Earn points, Win prizes! Sign up now for your loyalty card." There are four circular icons with text boxes: 1. A smartphone icon with "FREE P20 load upon membership." 2. A shield icon with "FREE 50,000 Personal Accident Insurance for one (1) month." 3. A star icon with "EARN PERA HUB CARD points and win exciting prizes." 4. A lightbulb icon with "FASTER transaction time." At the bottom, a birthday cake icon says "DOUBLE points on the member's birthday." The background is yellow with a blue diagonal banner in the top left corner that says "For Only P50!". Social media icons for Facebook, Twitter, and YouTube are at the bottom right, along with the website www.perahub.com.ph.

Ilonggo teens are #TinapayNatin champions

The grand finals of the #TinapayNatin Pinoy Bread Baking competition held last October 14 at Treston International College in Taguig City, was a mix of anxiety and excitement for the three competing teams representing Benguet, Iloilo, and Cavite.

The young bakers took their turns in the kitchen, vying for the chance to bring their Pinoy bread creations to a nationwide market through Max's Corner Bakery stores, with part of its proceeds going to their chosen charity.

After intense preparation, baking, and waiting, Roy Tabocolde and Greegy Cabarrubias from Iloilo City were proclaimed the champions of the inaugural run of the bread baking contest.

The judges agreed that the boys' bread entries, Cagayan Pastel and the Ensaymada Royale, showcased innovation in presenting local favorites as viable international offering.

The duo had been working hard with their coaches on improving the two bread recipes in the weeks leading up to the finals. They also created a new bread, Sesame Streusel Roll, their take on the classic cinnamon roll.

"Ginawa po namin itong recipe na ito kasi gusto namin ma-innovate yung classic na cinnamon roll. Bagong lasa ang makukuha nila sa toasted sesame and caramelized sugar, ka-pareha ng butterscotch na nabibili sa amin," they explained, referring to the famous Ilonggo delicacy.

Another criteria weighed in on teams' unique story about their Pinoy breads and



FABULOUS BAKER BOYS. Roy Tabocolde and Greegy Cabarrubias, senior culinary arts students of St. Therese MTC Colleges, are grand winners of Pilimico's Tinapay Natin competition. With them are Tristan Aboitiz, Pilimico VP and COO of Animal Feeds & Head of Risk and Commodity and Carolyn T. Salud, Director of Max's Group Inc. Behind them are Mahalin Pagkaing Atin Ambassador Chef Boy Logro and Geiser-Maclang Senior Strategist Marco Lobregat.

what motivated them to join the competition. On this, the senior culinary arts students of St. Therese MTC Colleges shared candidly that they wanted their parents to be proud of their talent as bakers as well as to represent their native Iloilo.

Juggling studies and baking was a huge challenge but they did not give up, especially upon learning of another prize that awaited them.

"Napakaganda po ng prize na makukuha namin sa Tinapay Natin pero isa pa din po sa nagpa-inspire sa amin na ibigay ang best

namin ay dahil sa makukuhang scholarship na ibibigay ng school namin. Malaking bagay po sa aming dalawa ito, mas lalo na sa magulang namin na kumakayod araw-araw para sa pag-aaral namin."

With their proud achievement, the boys had these words to share with fellow aspiring bakers:

"Sa lahat ng gustong mag-bake, parati niyo lang tatandaan na maganda ang magiging produkto 'pag galing sa puso. Dapat may pagmamahal ang lahat ng ginagawa."



A NEW TAKE ON CLASSICS. Roy and Greegy knew they needed to put in greater effort to get the right recipes for Cagayan Pastel, Ensaymada Royale, and Sesame Streusel Rolls.

Mahalin Pagkaing Atin cited at OFW summit



TO BE BACK HOME AND GROW. Senator Villar (extreme right) and Pilmico turned over livelihood assistance to former OFWs, giving them the opportunity to become successful micropreneurs.

At the 6th Go Negosyo OFW & Family Summit, Senator Cynthia Villar commended ‘Mahalin Pagkaing Atin’ (MPA) and Pilmico’s efforts in promoting local agriculture and sustainable entrepreneurship among Filipinos.

“The Pilmico beneficiaries are very close to our hearts dahil kabilang dito ang ating mga OFWs. Nagpapasalamat ako dahil nabigyan

kami ng pagkakataon na makipagtulungan sa inyo para mabigyan ng kabuhayan and ating mga OFWs (overseas Filipino workers),” she told the audience at the World Trade Center last November 15.

Select MPA beneficiaries at the Summit, who were repatriated OFWs received livelihood starters such as piglets, egg machines, and

bakery kits — all easy-to-manage businesses with a quick return on investment.

As participant in the Summit, Pilmico also presented various livelihood opportunities covering its Feeds, Flour, and Farms businesses and provided valuable advice to attendees on proper animal husbandry and nutrition.





Mahalin Pagkaing Atin Updates



READY FOR BUSINESS. Villar SIPAG Foundation's Camille Villar (standing, ninth from left) and Chef Boy Logro (twelfth from left) with beneficiaries of livelihood packages distributed by Pilmico.

Laguna Sports Complex, November 8

At the Mahalin Pagkaing Atin Food and Livelihood Expo in Sta. Cruz, Laguna, over 500 attendees witnessed 28 beneficiaries receive livelihood packages – piglets, egg machines, and bakery kits.

Pilmico donated the start-up livelihood kits in coordination with Villar SIPAG Foundation, which focuses on helping former overseas Filipino workers (OFWs) get their livelihood on track along with other initiatives.

Camille Villar, who was on hand to represent her mother Sen. Cynthia Villar, managing director of the foundation, said:

“Patuloy po tayong magtulungan para maiangat ang antas ng pamumuhay ng ating mga kababayan lalong-lalo na ang mga farmers at fishermen na nais mapalago pa ang kani-kanilang negosyo.”

To date, Pilmico has already donated a total of 1,126 piglets, 333 egg machines, 27 bakery starter packages as well as assisted 14 agri-posts where beneficiaries received feedbags as restart-up capital.

Start them young

Ariel Ting, alumnus and chairman of the Laguna Sino-Filipino Educational Foundation (LSEF), believes entrepreneurship is a key driver of the nation's economy. Wanting to promote this value, especially among children and the youth, he opened a technical-vocational livelihood track at the school to teach young students the basics of running a baking business.

Upon the invitation of Pilmico's Christopher Sobremonte (Regional Sales Manager for Feeds) and Charlie Santos (Territory Business Manager for Flour), Ariel and LSEF students took part in the Mahalin Pagkaing Atin Food and Livelihood Expo in Sta. Cruz, Laguna last November. They grabbed the opportunity to sell their baked products, which they made with



MARKETPLACE LEARNING. Ariel Ting and LSEF's baking instructor Patrick Go with students (from left) PJ, Marwin, Judith, and Godfrey proudly showcase their baked goods at the Mahalin Pagkaing Atin Food and Livelihood Expo.

Pilmico flour: cookies, crinkles, yema cashew tart, ube cake, and yema cake. It was a hit among attendees, almost selling out before the event finished.

Joining the expo highlighted the students' entrepreneurial talent and allowed them to

learn new baking techniques through the advanced baking demo by Chef Cynthia Durian, Pilmico Research & Training Bakery's Technical Manager. Consequently, Ariel is now one of Pilmico's flour sub-dealers in South Luzon.

AboitizLand and ACGI partner for bigger and bolder projects nationwide



TAKING ADVANTAGE OF SYNERGY. At the signing event held last November 24 at CAV Wine Shop in Bonifacio Global City with (from left) AboitizLand FVP for Operations Rafael de Mesa, AboitizLand CEO Andoni Aboitiz, AboitizLand COO Patrick Reyes, ACGI COO Albert Ignacio, ACGI President Nap Pe, and ACGI Chairman Jim Aboitiz.

“ For Aboitiz Construction Group, this is a new leg to stand on providing many opportunities to build houses, buildings, and even do site development. It is also a big opportunity for AboitizLand because we need a reliable partner in this business for us to thrive as well.

– **Patrick Reyes**, COO, AboitizLand

In support of its vision of high-quality real estate developments, AboitizLand has tapped Aboitiz Construction Group Inc. (ACGI) for expansion efforts in Luzon and upcoming developments in other parts of the country.

“This is an opportunity for both companies to have a thriving business. For Aboitiz Construction Group, this is a new leg to stand on providing many opportunities to build houses, buildings, and even do site development. It is also a big opportunity for AboitizLand because we need a reliable partner in

this business for us to thrive as well,” said AboitizLand COO Patrick Reyes who expressed the company’s excitement about the partnership during the contract signing ceremony held last November 24.

ACGI COO Albert Ignacio revealed that the construction group has plans to create a business platform to cater to AboitizLand and LiMa Land’s needs.

“We are actually changing our business platform. We are planning to create a division, which we will call Housing and Commercial Projects. We are also in the process of rationalizing our equipment

study so that we can serve AboitizLand better with our equipment. Hopefully, the synergy will result to a mutually beneficial arrangement,” he said.

ACGI already holds an order backlog close to PHP600 million from both AboitizLand and LiMa Land, allowing mobility and better service for their affiliates.

The ceremony was attended by members of the AboitizLand and ACGI management team, including AboitizLand CEO Andoni Aboitiz, ACGI Chairman Jim Aboitiz, ACGI President Nap Pe, and AboitizLand FVP for Operations Rafael Fernandez de Mesa.



SOON TO RISE: LIPA CITY'S OWN 'THE OUTLETS'. AboitizLand crosses a milestone with its first commercial project in Luzon with the groundbreaking of The Outlets at Lipa, the country's first authentic outlet shopping destination located in LiMa Technology Center, Lipa City, Batangas. The innovative shopping destination is set to have an outdoor multi-purpose sports field, a wide selection of stores and food places, as well as spacious pedestrian areas perfect for family leisure activities. Leading the ceremony are (from left): Steve Araneta, VP for External Affairs, AboitizLand; Andoni Aboitiz, President and CEO, AboitizLand; Atty. Leo Latido, Lipa City Administrator; Councilor Joel Pua - Chairman, Committee on Land Use and Zoning; Patrick Reyes, COO, AboitizLand; Rafael de Mesa, First Vice President of Operations, AboitizLand; Charity Marohombas, Head of Industrial Business Unit, AboitizLand; Engr. Pongz Medina, VP for Construction, AboitizLand; Jeremy Manas, PEZA Zone Manager; Architect William Ti - Principal Architect, WTA; Teodoro Rodriguez - President, JCRCC, and Engr. Roy Ruedas - AVP of Operations, ACGI.

LiMa Technology Center gets own weather station

AboitizLand and WeatherPhilippines (WPF) held a MOA signing last October 27, turning over an automated weather station (AWS) to LiMa Technology Center in Lipa, Batangas. AboitizLand is the first among WPF partners to utilize weather stations in its communities, supporting its campaign for a #WeatherWiser nation.

AboitizLand President and CEO Andoni Aboitiz said that the AWS provides barangays within a four-kilometer radius with real-time and more accurate weather reports through the WeatherPhilippines app or at its website weather.com.ph.

"With the unpredictable weather conditions we're having due to climate change, the Aboitiz Group strives to find better ways to help our countrymen through our sustainability efforts," stressed AFA, adding that for AboitizLand, building communities also means helping the neighboring ones.

He urged those present — local



WEATHER ON SITE. LiMa Technology Center and barangays within four kilometers can access localized and real-time weather reports. From left: AboitizLand COO Patrick Reyes, AFA, WeatherPhilippines Gen. Manager Dave Valeriano, and Lipa City Administrator Atty. Leo Latido.

government officials, AboitizLand and LiMa Land employees and locators — to maximize the technology by downloading the WeatherPhilippines app and diligently

monitor weather conditions in their communities. Meanwhile, three more weather stations are expected to be installed in AboitizLand's Cebu communities.

Message of the Chairman & CEO, Aboitiz InfraCapital

Dear Fellow Team Members,

I wish to inform you that we have formally created our fifth core business through the incorporation of Aboitiz InfraCapital, Inc., which will be the investment vehicle for all future infrastructure related investments of the Aboitiz Group.

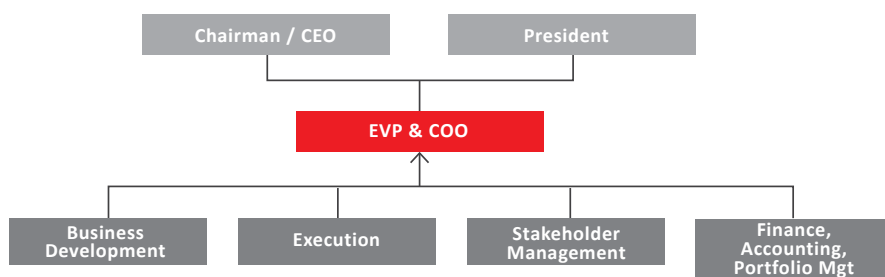
With the objective of diversifying our Group earnings contribution and establishing a name in the infrastructure space, we will seek growth in selective areas in bulk water, roads, railway, airports and building materials. Our investment in RCBM was the first in this sector.

Given our historic role as a partner in Philippine progress, we have identified the urgent need to build the nation's infrastructure as a strategic opportunity for the Group.

In line with this direction, we are spinning off AEV's Infrastructure Business Development Team to the new SBU, the Aboitiz InfraCapital (AIC).



Aboitiz InfraCapital (AIC) - Table of Organization



We are bringing in Randall Antonio as EVP and COO. Randall has over 20 years of leadership and entrepreneurial experience in industries such as: Energy/Utilities, Supply Chain Management, Trading, Automotive, Aerospace, and Information Technology.

His most recent role is SVP and General Manager for EEI's wholly owned subsidiaries, namely: Power Corporation, Realty, Procurement/ Supply Chain Management and Equipment Engineers Inc. He was owner and General Manager of Autoworks Performance Engineering in San Diego, California, supplier of telematics, electronics, and OEM products for high-end automobiles.

He was Project Director for Lockheed Martin Corp. and was seconded to National Aeronautics and Space Administration (NASA) where he was recognized as an intellectual asset.

Randall completed Enterprise Management Systems from the

University of California and BS Electronics and Communication Engineering from Don Bosco Technical School. He lived in the US for 14 years and returned to the Philippines in 2004.

Randall will have a dual reporting line to Sabin as AIC President responsible for its operations, and to myself as Chairman and CEO focusing on growth and strategy.

I would like to seek your full support in leveraging inter-group synergies to help Randall and his team put in place the policies, processes and organizational support for Aboitiz InfraCapital to stand as a full-fledged SBU, just like the other SBUs in the Group.

Thank you for your usual cooperation

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

Erramon I. Aboitiz
Aboitiz Group CEO

Republic Cement hosts CRH APAC Health and Safety Best Practices Meeting

Republic Cement's commitment to its core value of health and safety goes beyond its own offices and operating sites. With eyes set on operational excellence, Republic welcomes every opportunity to share its best practices and learn from others in order to raise the standards across the cement industry and beyond.

Believing that best practice sharing is a great way to improve the company's own health and safety performance, Republic Cement's Health and Safety Team recently hosted in Makati the CRH Asia Pacific Safety Best Practice Meeting from November 8 to 9. The meeting was attended by 34 health and safety leaders of Republic Cement and CRH Group based in Dublin, Ireland as well as safety professionals from the other CRH business units and offices in the Philippines, China, India, Malaysia and Singapore. Among those who made time for the meeting were Republic Cement CEO Don



Lee, CRH APAC President Marc St Nicolaas, CRH Director for Southeast Asia Peter Buckley and CRH Health, Safety & Environment Group Director Michael Keating.

On Day 1, the participants shared the safety successes and challenges that they experience at their respective sites and businesses. Among the topics discussed were electrical safety, transport safety, occupational health, and safety leadership. This was followed by a

group dinner to allow the participants more networking opportunities. On the second day, the delegation was warmly welcomed by the Republic Batangas Team who arranged for a plant tour where they got to witness Republic's safety practices in action.

Following the event, more collaboration is expected from the network as the health and safety leaders from the Asia Pacific businesses prepare for the year-end engagement activities.

A new journey awaits Batch X of the Republic Cadet Engineer Development Program

For over a decade, Republic Cement has remained true to its mission of cultivating and empowering young talents through the Cadet Engineer Development Program (CEDP), with 16 young engineers belonging to the latest batch recently graduating from the program.

The CEDP is a proven track for young engineer talents looking to start their careers

in the building materials industry. It features a customized development program tailored to accelerate the training of young engineers to make them ready to take on leadership positions in Republic's operating plants in as short as one year.

Having learned from real-life experiences under the tutelage of their mentors, the new

CEDP graduates have spearheaded plant wide projects that attest to their new skills and maturity on the job, which they presented before a panel of mentors and coaches last November 10. Armed with this newly acquired knowledge about the plant's organization, people, processes and systems, they are now gearing up to further contribute to their home plant's performance.

As they pass the baton to the next batch of cadet engineers, Batch X can now look forward to the next big step in their journey towards a successful career within the Republic Cement Group. Meanwhile, the coaches and mentors who have nurtured these talents prepare themselves to continue their vocation of building future leaders who will carry the values of Republic Cement and make its vision, of a greener and stronger republic, a reality.

BATCH X. They've dreamt, believed, worked and conquered. And now are getting ready for a whole new adventure. They hold their diplomas with pride supported by their mentors - Operations Director Adrian Payumo, VP-Human Resources Rina Clamor and Plant Manager Allan Ong.



Republic-sponsored TESDA skills training produces new welders for industry



Republic Cement's skills training program aims to provide better job opportunities to members of their host communities.

“ We are firmly committed to the development of our host communities, including providing relevant skills training that can translate into employment opportunities both here and abroad.

- **Renato Sunico**, Chairman, Republic Cement Iligan, Inc. (RCII)

Republic Cement's Iligan Plant continues the success of its community development initiatives as 147 graduates of its skills training program recently received National Certificates II (NC II) in Shielded and Arc Welding from the Technical Education and Skills Development Authority (TESDA).

The newly certified welders represent the second batch of trainees under the program, which has since produced over 200 graduates. The project mostly benefits unemployed members from its two neighboring communities, Barangays Kiwalan and Acmac in Iligan City.

Under the program, which is implemented in partnership with TESDA and the Barangay Councils of Kiwalan and Acmac, scholars undergo a total of 324 hours of intensive training in order to receive a certificate. NC II is part of TESDA's Technical Vocational Education Training (TVET) Qualification and Certification System, which validates that its graduates



A total of 147 Republic Cement scholars from its host barangays receive their Welders TESDA certification during their graduation from the program.

are equipped with the technical aptitude in all relevant competency requirements and standards prescribed by the industry.

Apart from offering livelihood opportunities, the program promotes equal opportunity and gender diversity, having trained over 20 women welders and opening doors for them in a traditionally male-associated profession.

The partnership with TESDA is part of Republic Cement's capability-building efforts, helping to expand the local pool of skilled workers from which it can hire contractors for its expansion requirements. Most of the welding contractors currently servicing Republic Cement's Iligan Plant are products of the program.

Kaubans say "konnichiwa" to Japan



STRONGER REGIONAL TIES. ACGI COO Albert Ignacio with Vice President of Marketing Felma Yap, and Vice President of Operation Jonathan Bendebel visiting the Kurimoto Ltd. offices; the team was met by company officials (seated, from left) Koji Onishi, Atsuyuki Miyamoto, Kiyoshi Kurihara, Teruji Moriya, and Shuji Shiozaki.

Aboitiz Construction's management team were in the Land of the Rising Sun from September 12 to 15 to meet prospective clients and strengthen ties with current ones.

The group of Kaubans paid a visit to Japan Chemical & Machinery Co., Ltd. and

Kurimoto Ltd., both in Osaka, Toshiba and Japan Gas Corp., both based in Yokohama, JNCE in Chiba City and Kurimoto in Tokyo. It proved quite successful as new projects were explored and, in fact, awarded.

It also provided the opportunity to

introduce the company's new Chief Operating Officer Albert Ignacio who was joined by Vice President of Operation Jonathan Bendebel, Vice President of Marketing Felma Yap, and Marketing Manager Alanie Diaz.



Construction business reaffirms ISO standards



COMMITTED TO TOTAL QUALITY. TÜV-Rheinland auditors (first to sixth from left) Grace del Rosario, Madilyn Plaza, Kharen Concepcion, Manineth Pulido, Rafael Magsino, Eufronion Alonzo with and ACGI's Internal Audit team composed of (from left) August Dacanay (Management Representative), David Dumaguít (Lead Auditor), Mariebel Bangot, Mercy Ricamata, Juanita Labang, Flor Estapia, Rey Menchavez, and Deonito Capao.

Following a five-day surveillance audit, Aboitiz Construction Aboitiz Construction Group, Inc. (ACGI) has retained its ISO 9001:2015 (Quality Management System/QMS), ISO 14001:2015 (Environmental Management System/EMS), and British Standard for OHSAS (Occupational Health and Safety) 18001:2007 certifications.

Metaphil International (MII) was also re-certified for QMS and underwent an audit for EMS and OHSAS, which covers metal fabrication and assembly, including pressure vessels,

structural, and piping. The QMS incorporates risk-based thinking while EMS covers life-cycle stages and perspective.

The certifications are proof of the commitment to live and breathe Quality and Safety and protect kauban health and environment. ACGI first received its ISO quality management system certification in 2002 and MII in 2010, also becoming IMS certified in 2011. With nearly 40 years of construction, fabrication, engineering

and project management services, Aboitiz Construction contributes to the country's industrial growth and provides jobs and good training for almost 5,000 workforce.

Aboitiz Construction was also elevated to an integrated management system (IMS), which gives equal importance to profit, people (health), and planet (environment). This ensures that the company delivers its RISQ (reliability, integrity, safety, and quality) value proposition to all clients.

ACGI joins NSEBIO pilot plant inauguration

Members of Aboitiz Construction Group, Inc.'s (ACGI) senior management team were guests of honor at the inauguration of NSEBIO's pilot plant* in Brgy. Lumbangan, Nasugbu, Batangas last September 7.

The 2,400-square-meter facility was built by Aboitiz Construction and aimed at helping reduce global warming while improving food security. Owned by Central Azucarera De Don Pedro, a subsidiary of Roxas Holdings, Inc., the project is also under the Japanese government's national program towards developing low carbon technology.

ACGI chair Jim Aboitiz took part in the ribbon cutting ceremony. Joining JJA were ACGI Chief Operating Officer Albert Ignacio, VP of Operation Jonathan Bendebel, VP of Marketing Felma Yap, Marketing Manager Alanie Diaz, and Project Manager Jeffrey Yamit with his project management team.



PARTNERS FOR GREEN TECHNOLOGY. (From left) Hubert D. Tubio (ROXAS), Pedro Roxas (ROXAS), Takashi Suzuki (NSENGI), John Allan Vinta (MICROMATIC), JJA, Osamu Azegami (TOYOTA), and Shinkichi Goto (JIRCAS) were special guests at the pilot plant's inauguration.



Aboitiz CSR sets sight on innovation and digital

As 2016 closes, CSR practitioners from across the Aboitiz Group gathered once again for the year-end review of processes and projects. Following are some key takeaways from the presentations.

AFI Structure and Governance

Maribeth Marasigan – FVP and Chief Resource Officer, Pilmico

- New Aboitiz Foundation structure and the creation of a new communication team will take advantage of the many good CSR stories to share; maximizing digital technology and “doing good by telling it well”
- 2017 plans include: 1) Strategic planning with Aboitiz Foundation board to include review of its mission and vision; 2) Revisiting team structure, reorganize and re-tool the team to build internal capability, giving operations managers an active role in providing guidance to the BUs
- Develop better programs and projects with greater social impact
- Simplify and automate process and improve systems

On Education

Jowelle Ann Cruz – Education Manager, Aboitiz Foundation

- Maintaining a grade of 2.0 or equivalent is required for college and 88% for high school scholars
- Providing probationary status to give scholars a

chance to recover from grade deficiency

- Transferring to private schools is now allowed for senior high school levels
- No recruitment of new college scholars for SY 2016 and 2017; recruitment will start 2018

On Sustainability

Gloidan Papas – Sustainability Manager, Aboitiz Equity Ventures

- New ideas for tree planting events and carbon sequestration projects are very much welcome
- Pawikan campaign has received a total of PHP878,436 in donations and still accepting; plans and future enhancements to the park are upcoming
- Race to Reduce 2.0 shifts emphasis to individual team effort with the key message of “the little things we do create a better world”

On Enterprise Development and Health & Well Being

Jennifer Sabianan – Enterprise Development & Micro-Finance Manager, Aboitiz Foundation

- All microfinance projects are now done through CARD but Aboitiz Foundation still directly handles capacity building for cooperatives
- After 6 months of implementation, the Aboitiz Foundation-Card partnership has reached 1,267 of clients with a collection rate 100%
- On health and well-being, Aboitiz Foundation to focus on WASH (Water Sanitation and Health) and guide BUs in the conceptualization and implementation of such projects

- Also, disaster preparedness initiatives are conducted with WeatherPhilippines

The Care Package high-energy biscuits

Crystal Jimeno – Trading Manager, Pilmico Foods Corporation

- Product is an example of innovation
- The Care Package is an efficient answer to malnutrition and disaster relief; also good for feeding programs
- A box of 70 packs costs PHP2,450
- In relation to our disaster relief, stocks will be made available in strategic areas nationwide (clustering) and will be funded by Aboitiz Foundation

Digital Disruption & Aboitiz Foundation

Jojo Guingao – FVP Digital Management, Aboitiz Equity Ventures

- Every industry will be disrupted by 2020
- Challenge is how to anticipate to make sure new technologies will not disrupt our business
- Key imperatives: 1) Build a digital culture; 2) Lead with transformative projects; 3) Improve digital maturity level (tell stories and be digital savvy); and 4) Data as heart of transformation (i.e. the importance of analytics, everything must be measured)
- Call to Action: 1) Communicate your stories on social media; 2) Engage your stakeholders; and 3) Involve digital in your campaign initiatives

EDUCATION

VECO scholar tops engineering board

When Alfred Isaac Ajo was about to graduate from high school, his father lost his job at an international courier company and the boy's chances of getting into college turned bleak. At his mother's urging, however, the aspiring electrical engineer tried his luck with Visayan Electric Company's (VECO) Purposive Scholarship Program.

The sheer number of scholarship applicants intimidated Alfred but he passed the screening process and was soon among eight students who would pursue college degrees through financial support from VECO.

Now 22, Alfred graduated magna cum laude from Cebu Institute of Technology-University (CIT-U) last March. And not only did he pass the electrical engineering licensure exam, he also scored 92.4% and

landed first place out of 4,115 hopefuls.

When he received the good news via a text message from a friend, Alfred was in disbelief, mostly because he had been obsessing over the test questions he supposedly got wrong.

"I thanked God for giving me strength and presence of mind during the exam," he said in hindsight.

Alfred follows another VECO scholar, Armand Henzkel Canoy (also a CIT-U graduate), who topped the November 2015 Civil Engineer Licensure Examination.

If not for the scholarship from VECO, Alfred believes electrical engineering would have been out of his reach, much less taking the licensure exams.

"Part of the reason I was very focused on my studies is that I didn't want to waste the opportunity God and VECO gave me," he explained.



Bearing this attitude, it can be said that the newly minted electrical engineer who, as the child, would stare dreamily up at electrical posts, is now ready to play a significant role in nation building.

Cotabato Light builds kitchen for children with special needs

Cotabato City Central Pilot School had their new training kitchen tailor-fit for its 41 pupils under the special education division. The kitchen was built by Cotabato Light and Aboitiz Foundation upon the recommendation of Dr. Concepcion F. Balawag, Cotabato City Assistant Schools Division Superintendent OIC.

"We are very happy that we have materialized this project that would eventually equip these kids to live productivity and independently," shared Anna Lea Nataño, head of the Cotabato Light communication office. The company provided materials to convert a room into a specially equipped kitchen as well as supplies, appliances, and utensils.

The overall aim is to develop career awareness and work skills through school-to-work transition among children with intellectual disabilities.



ENTERPRISE DEVELOPMENT

Aboitiz Foundation taps TESDA to teach baking to Davao partner coops

A new memorandum of agreement with Technical Education and Skills Development Authority's Davao Provincial Office will provide NC-II Training and Certification in Baking and Pastry to Aboitiz Foundation's partner cooperatives and help diversify operations.

The MOA was signed at the Davao Light office by the foundation's Enterprise Development Manager Jennifer Sabianan and TESDA Provincial Director Nestor S. Tabada, as witnessed by Davao Light's EVP and COO Art Milan and Philippine Baking Institute Administrator Joan Reyes.

TESDA-accredited Philippine Baking Institute, the premier baking institute in Davao City, will train three assisted partner cooperatives in Davao, namely Association of Differently Abled Persons (ADAP) Multipurpose Cooperative, Davao Ecoland Small Entrepreneurs Multi-purpose Cooperative (DESEMULCO), and Sunshine Arba Multipurpose Cooperative (SAMPCO).

"This is a very good opportunity for our members to acquire technical skills on operating a baking business. With our baking equipment and facilities already available, the last missing piece is the technical expertise of our coop to run the business. This will surely be gained through this training," said Geraldine Gonzaga, Chairman of ADAP Multipurpose Cooperative.

"TESDA appreciates the partnership with Davao Light and Aboitiz Foundation in providing employable technical skills training to the



community which will pave the way for these communities to be more competitive and productive," Tabada said.

The program will pave the way for trainees to acquire general competencies to be employed not only by their coop's bakery but also in other commercial bakeries and provide business know-how in establishing and operating their own baking small businesses in the future.

OTHER INTERVENTIONS

PANC rolls out its Vet Care Caravan

Pilmico Animal Nutrition Corporation, in partnership with Aboitiz Foundation, held a vet care caravan in Compostela Gym, Compostela, Cebu, last October.

This activity, supported by the local government of Compostela, is one of Pilmico's programs to support backyard hog raisers in the country. Through the activity, Pilmico was able to provide free veterinary medicines and basic farm equipment to beneficiaries.

Pilmico's Elite Trainers Team conducted Farm Management seminars and workshops to promote the importance of animal health.

"Nagpapasalamat ako sa Pilmico at Aboitiz Foundation kasi malaking tulong talaga itong naibigay nila na mga gamot at bagong kaalaman lalo na sa amin na mga nag-aalaga ng baboy. May mga mahalagang impormasyon kaming natutunan na ngayon pa lang



namin nalaman. Napakalaking bagay nito para sa mga barangay na nandito," shared Arsenio Josea, one of the beneficiaries and a resident of Brgy. Kagawad in Compostela, Cebu.

Christmas Outreach 2016

TAGUIG



“ Each time we go out together and visit our neighbors, we are actually giving thanks to everyone who continues to walk in our journey to creating a BetterWorld.

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



Christmas Outreach 2016

CEBU



Japan's WNI supports WeatherPhilippines



DRAWING ON A SHARED FOCUS. WeatherPhilippines is honored to receive valuable support from WxBunka in promoting a 'weather culture'. In photo are (from left) WeatherNews, Inc. Operation Leader (Manila) Koro Hirozaku, WeatherPhilippines President Susan Valdez, WxBunka Foundation Head Director Jiro Miyabe, and WeatherPhilippines General Manager Dave Valeriano.

The '-ber' months tend to excite Filipinos because of cooler temperatures and "sweater-weather" that come with the Hanging Amihan or the Northeast Monsoon.

But despite the general impression of finer weather, the period from October to December is when strong tropical cyclones like 'Haiyan', 'Hagupit', and 'Melor' hit the country. As such, being vigilant and weather wiser is a necessity.

Last October 6, WxBunka Foundation became the newest partner in WeatherPhilippines's quest to build a deeply embedded weather-preparedness culture in the Filipino's consciousness. The Japanese nonprofit will support the latter's vision through a donation of JPY2.5 million or PHP1.7 million, which will

“ Through this partnership, Japan and the Philippines can build a weather culture that sustainably saves lives and enhances livelihoods.

– **Jiro Miyabe**, Head Director, WxBunka Foundation.

enable the conversion of 50 automated weather stations (AWS) in priority meteorological sites into solar-powered units.

“Through this partnership, Japan and the Philippines can build a weather culture that sustainably saves lives and enhances livelihoods,” said Jiro Miyabe, Head Director of WxBunka Foundation.

WxBunka Foundation, a corporate social responsibility program of Weather

News, Inc., advocates the importance of unconventional wisdom and out-of-the-box thinking for the development of practical weather-based applications that respond to the need for disaster mitigation, economy, and environmental issues across a wide range of businesses, organizations, researchers and individuals. It grants financial assistance to innovators whose contributions are aligned to the creation of a “weather culture”.

Tacloban public school teachers take Weather 101



Last November 10, around the third anniversary of Super Typhoon Yolanda, WeatherPhilippines conducted another 'Weather 101' in Tacloban City, this time for DepEd Region 8 teachers and in partnership with CitySavings. It also coincided with the government agency's Disaster Risk Reduction and Management Youth Camp.

"The training conducted by the WeatherPhilippines during the Region's first DRRM Camp was timely, relevant, and imperative. It helped the participants understand more the most common hazard faced by the region, cyclone, and made them even more prepared for any disaster. The partnership that DepEd Region 8 has with the WeatherPhilippines was just superb. Thank you so much," said Eden Dadap of DepEd Region 8.

Tacloban City inspired WeatherPhilippines to initiate its nationwide capacity-building program, which has already trained more than 1,000 disaster-risk reduction officers, moving closer towards a #WeatherWiser nation.

Davao fishermen learn weather tools and safety at work

If you chat with fisherfolk about the weather, there's a 90% chance they will say there is no need to check the forecast before heading out to sea. Almost always, they insist that they know the weather by heart. Fishermen have long relied on an intrinsic and ancient practice in weather knowledge—how the sky looks and how the wind smells are all the indicators they need.

But even seasoned experience has room for error, which is what WeatherPhilippines and Therma South (TSI) highlighted in conducting a Weather 101 training for fishermen of Barangays Binugao and Inawayan in Davao City. The goal was to teach them weather tools such as WeatherPhilippines mobile and web application and understand meteorological theories.

While not all of them have smartphones and connectivity, Kaye Rosario, WeatherPhilippines Sustainability Manager, pointed out that they can always coordinate with their respective Barangay Disaster Risk Reduction Management Office, which has access to the tools.

"When it comes to weather-related disasters, fishermen are usually more



FISHERMAN'S FRIEND. WeatherPhilippines Weather 101 training empowers fishermen of Barangays Binugao and Inawayan in Davao City with additional skills and weather tools such as WeatherPhilippines mobile and web application and better understanding of meteorological theories.



vulnerable to weather disturbances because of the nature of their work. Even though their frequent exposure to the seas made them develop an intrinsic connection with weather, we want to help them complement their intuitive weather knowledge with new tools, technology, and further education on weather," she explained.

In addition to the Weather 101 session, the participants were also trained on safe and sustainable fishing practices, including usage

of water flotation devices and the basics on first aid and life support at sea.

"We are conducting this activity so that when you go out to fish, you can be assured of your safety," TSI Corporate Social Responsibility Manager explained. "There are times that fishing at sea becomes unsafe if there are sudden changes in the weather patterns or if the boat experiences mechanical problems. Thus, we are conducting this activity so that when you go out to fish, you can be assured of their safety."

RAFI@50: Passing the baton to the next generation



ON TO THE NEXT 50 YEARS. Don Ramon Aboitiz's grandchildren and their families gather together in one special night of celebration during the 50th anniversary of the Ramon Aboitiz Foundation. From left: Juan Aboitiz, Señora Francisca Aboitiz, RAFI President Roberto Aboitiz, Amaya Aboitiz-Fansler, RAFI VP Jon Ramon Aboitiz, Chari Aboitiz, Cristina Aboitiz, Sofia Aboitiz, Veronique Aboitiz, Dudes Aboitiz, Quint Fansler, Juan Miguel Delgado, Carlos Aboitiz, and Ana Aboitiz-Delgado.

The reins of the Ramon Aboitiz Foundation, Inc. (RAFI) were officially turned over to the fifth generation Aboitizes last November 16 at the foundation's 50th anniversary celebration.

RAFI President Roberto Aboitiz handed over the newly published book 'The Foundation Called Ramon Aboitiz' and the 'RAFI @ 50' coffee table book to Amaya Aboitiz-Fansler and Juan Aboitiz, symbolizing the passing of responsibility of leading the family's foundation for the next 50 years.

Amaya, a member of the foundation's Board of Trustees, said it was "both duty and gift" to be part of the continuing legacy of her great-grandfather Don Ramon Aboitiz and grandfather Don Eduardo. She pledged to continue the work to ensure "that the spirit of

the founders remain alive in all of us."

RAFI Vice President Jon Ramon Aboitiz said that the books "show the hard work that goes into keeping the commitments made by Don Ramon Aboitiz and Don Eddie Aboitiz". It was a way of thanking the individuals and partners who were part of the journey that brought RAFI to where it is today and ushers in the family's fifth generation who have committed to bringing in more fruitful years ahead.

The evening's celebration also included recognizing the Cebu Provincial Government and the University of San Carlos (USC) as RAFI's "Most Enduring Partners" in elevating lives.

RAFI's collaboration with the Cebu Provincial Government goes back to the time of Gov. Francisco Remotigue in

1966 and continued through the years, involving various programs including disaster response, school and Gabaldon schoolhouse rehabilitation, and the Mega Cebu project. Another important partnership project is the "Our Cebu" scorecard, which measures the performance and governance of local government units in the province.

USC, on the other hand, joined RAFI's projects through its various departments, particularly the Cebuano Studies Center; Water Resources Center; the departments of Anthropology, Sociology, and History; and the School of Architecture, Fine Arts, and Design (formerly the Center for Architecture and Fine Arts or CAFA). In its early years, RAFI also gave scholarships to USC's Department of Education.

Casa Gorordo Museum reopens with upgraded facilities



WELCOME BACK. (From left) RAFI COO Dominica Chua, Dolores Aboitiz Children's Fund Executive Committee member Chari Aboitiz, RAFI VP Jon Ramon Aboitiz, Señora Francisca Aboitiz, Cebu City Vice Mayor Edgardo Labella, Cebu City Councilor Joel Garganera, RAFI President Roberto Aboitiz, and RAFI Executive Committee Chairperson Cristina Aboitiz formally reopen the improved Casa Gorordo Museum.

After over two years, Ramon Aboitiz Foundation finally reopened Casa Gorordo Museum to the public on November 29, 2016 following a massive enhancement project.

The museum prides itself with a wider artifact collection reflecting the Cebuano life from the late 1800s to the pre-World War II years. Its cafe and museum shop have also been renovated and now carries limited edition Casa Gorordo Museum-branded souvenir items.

A virtual experience awaits visitors through films in the mini-theater, interactive exhibits, and other upgrades. There is also a 3D virtual map depicting Cebu from 1614 to 1945 while a photo studio offers the chance to take "period photos" in costume. QR codes are also affixed to museum displays, giving guests more information accessible via Android mobile devices.

Prior to its purchase and subsequent



BEYOND THE LABELS. Interactive gadgets give guests know more information about the displays.



conversion to a museum by the Ramon Aboitiz Foundation (RAFI) in 1980, Casa Gorordo was a 19th century house owned by the Gorordo family and was home to Bishop Juan Gorordo, the first Filipino bishop.

"Museums, like ours, have to continue to stay relevant. With these upgrades, we can ensure

that we can keep up with the changing times," shared museum curator Florencio Moreño.

For more information about Casa Gorordo Museum and other programs of the RAFI-Culture & Heritage Unit, call (032) 411-1767 or email rafi.chu@rafi.org.ph. Visit and 'like' its Facebook page at RAFI-Casa Gorordo Museum.

Bangsamoro youth learn personal leadership at RAFI-KAC



EACH LEARNER IS A LEADER. ARMM youth visited the RAFI-Kool Adventure Camp facility in Cansamoroy, Balamban, Cebu to take part in a three-day personal leadership program.

Bangsamoro youth from five provinces in the Autonomous Region of Muslim Mindanao (ARMM) took part in a three-day personal leadership program at the RAFI Kool Adventure Camp (RAFI-KAC) last September 13 to 15.

The program is part of the Bangsamoro Young Leaders Program – Leadership Communities (BYLP-LeadCom) that is geared toward helping young people respond with solutions-based leadership in the areas of health, education, livelihood, and peace.

Participants learn how to identify and harness personal strengths, focusing on the essentials to effective collaboration in becoming agents of positive change in their respective communities.

“The most important lesson I learned in this program was that you have an important role in the society. Though big or small actions and decisions, they will surely affect everyone in the community. I will be responsible in every actions I do,” said 20-year-old Mohammad Yasgar Haron, one of the participants.



“KAC works across all religion. It is a perfect avenue for personal discovery, growth and improvement. It works best in drawing out personal growth,” also said Richard de los Reyes, a facilitator during the KAC personal leadership program.

The Bangsamoro youth from BYLP-LeadCom were selected to participate in a learning tour across the country, where they could appreciate more on how people from various sectors contribute to the improvement in the lives of people and communities.

Restoring the glory of Gabaldon buildings



NATIONAL HERITAGE IN EDUCATION. The Gabaldon school buildings across Cebu province restored by the RAFI Education Development Unit's infrastructure development program.

In improving the formal public education system and preserving Cebu's local culture and heritage, Ramon Aboitiz Foundation has partnered with the Cebu Provincial Government, University of San Carlos (USC) Conservation and Heritage Institute Workshop, United Architects of the Philippines, and local government units for the Gabaldon Restoration Project, an initiative to restore the Gabaldon schoolhouses, which are part of the country's heritage.

Made from local hardwood and built between 1907 and 1946, it was in these Gabaldon school houses where the Philippine

public education system was born. They were named after Isauro Gabaldon, the Assemblyman who authored Republic Act 1801, which appropriated PHP1 million for the construction of school buildings in every municipality in the country. Some 3,000 school buildings were constructed but only about a thousand remain, albeit fast deteriorating.

At a forum held last September 27 at the USC School of Architecture, Fine Arts, and Design, stakeholders in the partnership unveiled a plan to restore 30 Gabaldon school buildings in Cebu. Of these, two have been completed—the Elpidio I. De Dios

Elementary School and Luyang Elementary School in Carmen—while another six are in progress. These are in Bantayan Central School, Catmon Integrated School, Inghoy Elementary School, Lepanto Elementary School, Madridejos Central School, and Pinamungajan Central School.

Each schoolhouse restoration project requires about 45 days and PHP3 million, depending on material, size, and location. Of this amount, RAFI will subsidize 40% of the cost, another 40% by the Cebu Provincial Government, and the remaining 20% by the local government unit.

Green Fashion Revolution inspires 'earth resilience' design among Cebu students



“ This collection shows the resilience of mankind. Despite being faced with insurmountable odds, mankind always finds ways to adapt and rise above any given situation.

- **Fashion Institute of Design and Arts (FIDA) Design Team**

Touting a striking, unembellished design portfolio decked in shades of brown with yellow highlights, the Fashion Institute of Design and Arts (FIDA), was declared the grand prize winner at the recently concluded Aboitiz Green Fashion Revolution (GFR) 2016 Cebu held at the SM City Cebu Trade Hall.

With its collection dubbed “The Lost City” that was fashioned from burlap, flour sacks, tarpaulins, and cork, FIDA edged out

the designs of defending champion Cebu Institute of Technology-University, (2nd place), University of San Carlos (3rd place), and University of San Jose Recoletos (4th place).

This year, the contestants were asked to conceptualize and execute designs using the theme Life Flourishing on Land and in Water, which is inspired by the Aboitiz Cleanergy Park. Both sustainability initiatives contribute to achieving the UN Sustainable

Development Goals #14 (conserve oceans, seas, and marine resources) and #15 (promote biodiversity and sustainable use of land resources). A total of 152 kilos of waste materials from Aboitiz business units including cement sacks from Republic Cement were used in this competition. The Cebu Finals Night also coincided with the celebration of the National Day for Youth in Climate Action.

“ All of you are deserving and highly-talented, and the Aboitiz Foundation is proud to be a platform that recognizes and celebrates your talent and ingenuity.

- **Sonny Carpio, EVP and COO, Aboitiz Foundation**

Sustainability



GRAND WINNER: FIDA

BRINGING OUT THE BEST FROM BURLAP. Majority of FIDA's pieces were made from burlap sacks taken from coffee shops. They were lined with flour sacks to make them comfortable. The pieces were dyed naturally using coffee grounds (for browns) and turmeric (for yellows). The process included stripping the plastic from the tarpaulins, leaving a semi-sheer fibrous framework to structure the overall look. The removed plastic was used to stuff their chunky coat introduced in the finale. The shoe soles were created by layering used cork board. FIDA also won the special awards Best in Clothing Design, Best in Accessories Design, Best Bag Design, and Best Footwear Design. FIDA's Lawrence and Daina won the Best Male Model and Female Model, respectively. FIDA gets P50,000 in cash prize and another P50,000 allocated for its CSR project with Aboitiz Foundation.



FIRST RUNNER UP: CIT-U

STYLE OF THE EARTH PEOPLE. Inspired by the culture of native people, CIT-U showcased their talent in designing earth-colored exotic pieces, producing open and flowing pieces that convey harmony with nature. The design team used flour sacks for the clothing items and used rubber mats for the footwear. CIT-U received a cash prize of P40,000.

SECOND RUNNER UP: USC



HUES OF BLUES. Moved by the sinewy contours of ocean waves, USC produced pieces that were made from flour sacks embellished with small scraps of fabric in different shades of blue. The accessories and bags were created from clear plastic sheets that were heated and warped to create wave-like forms. USC received a cash prize of P30,000.

THIRD RUNNER UP: USJR



SMORGASBORD OF COLORS. Using recycled materials, the USJR went for the cheerful and happy inspiration. Splashed in bright hues of yellows and reds, the pieces resembled a paradise in bloom displaying the team's creative patchwork techniques. USJR received a cash prize of P15,000.

VECO plants 2,500 coffee seedlings

About 120 Visayan Electric Company (VECO) team members and their family members trooped to the uplands of Cebu City to plant some 2,500 coffee seedlings. The activity is part of this year's joint tree planting program between VECO and Philippine Business for Social Progress (PBSP).

VECO and PBSP partnered with a people's organization in Barangay Pung-ol Sibugay, whose members will take care of the seedlings to ensure their survival.

Paul Cadutdut, a member of the Pung-ol Sibugay people's organization, said that the community will take care of the seedlings so that they will grow to become productive trees. He said that the coffee seedlings start bearing fruits after three years.

"Daku kaayo ug tabang namung mga lumulupyo ug sa mga musunod pa nga henerasyon ang kini nga tree planting sa VECO kay maghatag kini ug panginabuhian kanamo sa panahon nga kini mamunga. (This tree planting activity of VECO is a big help to us and to future generations here because once they start



bearing fruits, the coffee trees will provide us livelihood)," he said.

VECO and its partners have been planting trees every year since 2009. To date, VECO has planted about 1,047,299 trees in different

areas of Cebu.

The tree planting activity is just one of the distribution utility's sustainability initiatives. Last August 13, the company also conducted a coastal clean-up in Barangay Pook, Talisay City.

Davao Light releases Olive Ridley back to the sea



GEO-TAGGING OF OLIVE RIDLEY. Davao Light and Power Company's Community Relation's Manager Fermin Edillon leads the geo-tagging of the rehabilitated Olive Ridley turtle before releasing it back to the sea. The tag has a unique serial number, which allows the turtle to be easily identified in case of future stranding, nesting, or re-capture.

Last October 25, Davao Light together with the Department of Environment and Natural Resources (DENR) released a Pawikan known to be an Olive Ridley back into the sea at the Cleanergy Park in Punta Dumlalag, Davao City.

The said turtle was found by local fishermen on October 18. When they noticed that it had a small dent or crack on its shell (carapace), the fishermen handed over the turtle to the Cleanergy Park through Fermin Edillon, Davao Light Community Relations Manager. The Olive Ridley stayed for a couple of days at the Park. Dr. Ken Lao, a veterinarian, monitored the turtle to ensure it is in good condition before setting it free. After getting a clearance for its release, the turtle was geo-tagged and released back into the open sea.

Aboitiz-owned outdoor biodiversity learning center, Cleanergy Park, has long been a sanctuary to sea turtles or Pawikan. Turtles found by locals around the area or within the city are usually turned over to the park and later on released back into the sea.

Republic Cement volunteers say YES to Green



In support of the Rizal provincial government's flagship program for the environment, the Ynares Eco System or YES to Green Program, which has three components, Greening and Cleaning the environment and Recycling, Republic Cement, through its Teresa plant, joined the provincial government's tree planting activity which aims to restore and rehabilitate Rizal's woodlands.

Over a span of two days, volunteers from the Republic Teresa Plant and its Makati Office participated in tree-growing activities in their host

barangay, Dulumbayan, as well as in Barangay Cuyambay. Led by Environment Officer Gyro Aguinaldo, the volunteers walked on muddy pathways, crossed streams, and climbed more than five kilometers to reach the top of the mountain. The challenging terrain of the area to be restored may have put the volunteers' physical fitness to a test, however, the team's innate *tibay ng samahan* prevailed allowing them the satisfaction of knowing that they have literally gone the extra mile to make a difference in their community.





LA FAMILIA ABOITIZ – OUR ROOTS

TXANTON TORRE – ISPASTER – VISCAYA – EUZKADI

Notes by Endika Aboitiz

We belong to a family and firm that has been in the Philippines for close to 200 years and approaching a market value of US\$10 billion, respectively, so I thought it might be healthy to ground ourselves and take a look at our roots.

An Aboitiz and a Moraza both married two Yrastorza sisters so we are really the Yrastorza family and not so much the Aboitiz-Moraza family. Our Yrastorza great-great grandparents arrived on a galleon sometime in 1820 so I am rounding off to a presence in Las Islas Filipinas then to 200 years. Our grandfather, Paulino Aboitiz, married the boss's daughter, so to speak, as he started his life here working for Gregorio Yrastorza from what I know. I am guessing that both Aboitiz and Moraza seed capital must have come from our Yrastorza great-great grandparents.

All three of these families were Basque. We, the Basques, are the original Europeans. At least 12,000 years ago our “Neanderthal” ancestors took a turn from somewhere and ended up in the Pyrenees around northern Spain and southwest France. That is about 10,000 years before Christ was born. That is why a third of all Basques have Rh negative blood. They developed a language, Euskera, which no one has been able to trace. They were fishermen and explorers that ventured north up to Greenland and across to what it is today, the Saint Lawrence River in Canada, i.e. North America way before Colon. They must have met the Vikings there as both were searching for the fish that changed the world: bacalao (cod).

They were mariners because they were fishermen and so, when the Portuguese and the Castilians need navigators to find a route to the East, they engaged the Basques, e.g. Juan Sebastian Elcano who was from Guetaria. The Castilians, under the patronage of the very

Catholic Queen Isabella de Castilla, would have gone north on the Guadalquivir instead of down towards Sanlúcar de Barrameda and out towards Cuba. Colon was Genovese. After many years, he convinced Queen Isabella to finance his trip to enrich and save souls as they filled their holds with gold and silver from Latin America.

They never had a king. They had a council of elders that met around a tree in a town called Guernica. They were also fiercely independent—the Spanish kings allied with them but never took them over.

After de Lesseps opened the Suez Canal, our great grandfather Paulino Aboitiz, educated as a mariner, came to Las Islas Filipinas looking for both fortune and “Ang Dalagang Pilipina”, as the beautiful song expresses.

He was born in a brick farmhouse in Ispaster. Aside from his parents, three brothers and a sister lived there on the second floor, with their

animals below.

THEY WERE SIMPLE, SALT-OF-THE-EARTH PEASANTS!

SO ARE WE!

EDUCATED, TRAVELLED, BUT PEASANTS SO WE SHOULD NEVER FORGET WHERE WE CAME FROM.

What kept Basque families together?

The family that drinks together stays together!

They worked hard and were united.

Thirty kilometers or so away from the town of Ispaster is the town of Azpetzia. St. Ignacius of Loyola was born there. He was the founder of the Jesuits that always gave the other orders of the Catholic Church a little competition. They believed in education. At one point in time they controlled most of the better universities in most of Europe.

THOSE ARE OUR ROOTS!

LET'S NOT LET OUR COMMERCIAL SUCCESS LEAD US TO THINK ANY DIFFERENTLY.

WE ARE PEASANTS!



These are our relatives. The lady in the middle (fourth from left) is a cousin of my father's generation. They used to call her La Madre. I met her and her husband Zamora in the late 60s. This photo was taken in the mid-70s. He had passed away. He was a farmer. We surmise that that only daughter (Paulino's sister) inherited the farm as the brothers died or left. But they are all Aboitizes. The two on the left are our cousins. The young lady is Isabel. I have seen her many times since then. She is now a little older and with children. They had trunks of photos that our great grandfather had been sending them from Filipinas.

LOYALTY – THE ROLE IT PLAYS

RECOGNITION NIGHT – 2016

Notes by Endika Aboitiz

We just held our 2016 Recognition Night and that got me thinking about what loyalty really means and why it is so important. It cannot be just the feel good aspect. There has to be something deep, solid and more meaningful about the entire institution that we give, and correctly so, give so much importance to.

Meritocracy is the King.

Strategy is about the end, the ways, and the means. Getting things done is what matters. We put the right people on the right seat of the bus so that they get things done. We promote those who get things done. We reward those who get things done regardless of gender, of religion, of color, and almost anything else. I will expound on this later. I will expand it by saying getting things done continually over long periods of time with the minimum waste of both time and effort. And I am sure many of us can add to expand and explain meritocracy better but I think we are clear on what I mean.

The Queen is how we get things done.

There are both legal and moral boundaries to getting things done. It must be legal, of course. It might even be a-legal i.e. beyond legality. I believe those boundaries to be decided by fairness and elegance. Is it fair? Is it elegant?

So, results are the king — getting things done. The manner we get those things done is the queen.

The Princess is loyalty.

It is not primary. It does not take a place above performance and getting things done. It does not supersede how we get things done. But it does matter and it matters greatly because it is like the princess who binds the relationship between the king and the queen. Valuable doers who have been with us a long time are not just more trustworthy in the traditional sense of protecting our interests in all areas and today, more importantly in cyber-security,

they know the way we operate. They can get things done quicker. They are more comfortable speaking their minds. They know where the landmines are and, hopefully, aid in removing them. They trust and are trusted, and trust is the glue that binds a social network. It is the glue that facilitates a social organization and a polity.

THE KING – MERITOCRACY.

THE QUEEN – HOW WE GET THINGS DONE.

THE PRINCESS – LOYALTY.



WORLD INEQUALITY

Notes by Endika Aboitiz

We hear all the politicians talking about inequality worldwide and I agree with them totally.

You have Theresa May opening her administration talking about protecting the less fortunate and not the privileged. What privileged? There are very few privileged left in the United Kingdom. The traditional Lords are all broke. They cannot even live in their old homes without the tourist business opening up portions of their home. The new Lords like Sir Richard Branson are investing more and more outside of the United Kingdom. Wealthy Europeans do not live in their

countries because they are pursued fiscally. For some reason, European internal revenue systems feel that 75% tax on zero is worth more than 20% on billions. Who have they taxed to the hilt? The middle class. The wealthy leave.

What would you do if you are penalized for success? Ask yourself why Europe cannot create an Apple, a Google, or an Uber? Why? Because Europe does not reward success. It penalizes it. Who will take risks there?

The reasons for inequality are, in my opinion, as follows.

Firstly, government legislates against the most powerful equalizer of all – education.

Public education costs multiples of private education and is lower in quality. The cost of educating a student at the

University of the Philippines is around double the tuition of La Salle and Ateneo. The student that goes to UP pays less but the taxpayer has to cover the difference. In many parts of Europe and the United States, it is even more. So the less fortunate get a lower quality education at a higher cost to the taxpayer. The more fortunate go to better and better private schools, and then, graduate to go on to earn more, widening the gap between the rich and the poor. Now, who is responsible for this? Who hires

“ Civilized, long-term, self-interested man makes sure that all men are treated equally even though they were not created equally.

the teachers that cannot be evaluated nor fired? Would you in your household hire someone you could not fire? How do you think they will perform when they know they can do as they like in your home? The wealthy? Or the politicians we elect? And who elected them? We, the voters, are responsible. Now, are we going to do what they did in Europe as they increased tax over and over so the entrepreneurs and the creators of wealth all leave to invest elsewhere?

How will taxing the more fortunate more improve our education system?

Secondly, the present interest rate atmosphere is one of very low interest rates. Those that save, the insurance companies and the pension funds, are being screwed royally. Those with strong balance sheets borrow cheaply.

So the rich get richer and the poor gets screwed. Why is this so? Who has overspent taxes to the point where all countries have deficits and way too much debt? Who has promised people a state where the government will take care of everything from cradle to grave? Who has believed it and voted for them? Does the voter have any responsibility for the morons he elects all over the world?

How will taxing the more fortunate improve the fiscal situation? We will take from them, give it to government who will burn it, waste it, and/or steal it. Do we want a palliative

or do we want a solution?

Who created this inequality?

You raise the taxes on the rich and their money will leave – as they have all over the world. Let us learn from among the most stupid of all nations, the European nations. How will government do anything better than an individual?

Now, with this low interest rate atmosphere, what does government do with regards to debt and deficits? They keep increasing it because there is no penalty. You do not have to pay back the debt nor pay interest on the debt.

The Japanese people worked very hard to save many trillions of dollars. Their government is in the process of borrowing it all. And then they will pay it all by buying it back with printed money. Now, who is responsible for the slow

decline of the Japanese economy? The wealthy? In Japan, they tax very heavily and they are still in decline; a decline that started 30 years ago when they did not adapt to change. How will they end up? As some form of vassal state of China! Which rich will they blame then?

The governments of the world are depleting capital and building debt that impoverishes the middle class who has to pay for it.

Thirdly, the new left is regulation. Communism has failed. The experiment of everyone working together and sharing benefits together was stupid to start.

There is a guy called God and he instilled in man certain survival instincts, among them greed and envy.

Man is unable to alter behavior through culture against what God has hardwired in man. Now, civilized and long-term, enlightened, self-interest man works together with his fellow man to create more wealth and divided it – but not equally, because it was not created equally, because man was not created equally. Where did this stupid idea of all men are created equal come from? Look around you – where in heaven's name is equality? Now, civilized, long-term, self-interested man makes sure that all men are treated equally even though they were not created equally. Man has to alter what God has created so unequally. God creates unequally and he destroys unequally. Nobody destroys more unequally than God. We

call it his calling, a calling no one is in a hurry to heed.

Regulation is necessary so that man is treated equally and fairly – but just a little. Just enough so that everyone gets a fair shake and so that playing fields are level. Bureaucrats with left leaning tendencies equalize by abusing their power to add regulation in the name of fairness. They are destroying wealth and taking it away from the less fortunate.

Do not let the government fool you. They have wiped out a lot of the wealthy in Europe, they have built up debt, they have built up expectations and they are in a very, very deep mess. The European politicians are among the biggest con artists in the world. They have led their people to believe that leisure is a priority over work and that they are smart enough and well-educated enough to work less every year and live better. Even the Germans have fooled their people. They think they are wealthy. Well, I would not feel so good if I were German and I lent all my savings to the French, the Portuguese, the Spanish, the Italians and the Greeks. That balance sheet is seriously impaired because they, the PIIGS*, contain among the laziest regions in the world.

Fourthly, technology makes things worse. God made one guy smarter than all the rest in a room. But when you arm that smarter guy with technology, it's like arming him with a gatling gun against the rest with bows and arrows.

How can we not have inequality when the main author of inequality is a guy called God?

**PIIGS is an acronym used to refer to the five eurozone nations that were considered weaker economically following the financial crisis: Portugal, Italy, Ireland, Greece, and Spain.*



WHY ALL RELIGIOUS ORGANIZATIONS SHOULD PAY TAXES

FOR THEIR INTEREST AND THE INTEREST OF THEIR CONSTITUENTS AND FOR THEIR SURVIVAL

Notes by Endika Aboitiz



Religious organizations have committed abuses over time and across cultures. Public revelations, press exposes, and the admittance of abuse by church leaders have hopefully, in the past decade, restrained them. With today's transparency, the abuse has probably lessened. We will never know the truth as the Catholic Church is not used to transparency or to telling the truth. They have not been upfront, forthright nor really truthful every really.

I don't consider a priest having mistresses a case of abuse so long as the relationship is consensual. However, playing with little boys or little girls is different; it is a sickness as well as a crime and has to be dealt with. It will not be dealt with via cover-ups. Only transparency and responsibility will help curtail the abuse and assure justice to as many as possible. Not all will get justice but that is usually the case.

There is little doubt that the organizational genius of the Catholic Church started by St Paul is what enabled it to survive for over two thousand years. Yet, corruption in the church was essentially at the top of the hierarchy - I say was because I think that it has been going down since the Borgias. If there were abuses at the bottom they were insignificant. In fact, the bottom has done much good to credit the church. They have taken care of the most vulnerable in society - the poor, the sick, and the old. They have consoled and allied with their constituents, uniting communities and towns, and later, cities.

THE CHURCH HAS DONE A LOT OF GOOD!
IT HAS DONE MORE GOOD THAN BAD!

Much of their religious teachings to sustain its membership came from Rome and most of these teachings have been and continue to be

faulty, invented without basis, but with genius and geared for acceptance. Some are, frankly, absolutely brilliant. Many are angry at the church for this seeming manipulation. I admire the brilliance in both marketing and sales.

I don't agree with her naysayers. For most people who have little alternative to a better life, church teachings have helped. Their lives have been enhanced or made less difficult, less unhappy, less miserable. Through time and overall, the Church has been, and continues to be a force for good.

As well as being a Filipino, I am Basque by blood, brainwashed a Catholic and Jesuit-trained. These forces have helped me. Yet, I sense the Church as becoming irrelevant and self-destructive. I want it enhanced and able to be part of the changing times so it continues to do good even though I doubt a large majority of their teachings are not "natural" for good teachings.

To do that, the Church has to be transparent and cannot hide things any longer. It shouldn't fear that the truth would destroy it when it will actually set it free. However, if the truth does diminish and destroy the Church, then it probably deserves it.

Like citizens and organizations belonging to a community, enjoying freedom and allowed opinions, the Church is accountable to God for what is God's and to Man what is Man's. In that light, the Church must, like citizens, be allowed those privileges and freedom by filing tax returns and paying their share of taxes.

A tax-paying Catholic Church benefits and strengthens itself in relation to other religious organizations. Its lower hierarchy has a good track record of making things better for the less fortunate in society. The Government can now fund their essential work in promoting

spirituality. That's an important need, not to be taken away, but instead create a better world.

I submit that believing in God is a good thing, a necessity, a plus. In life what matters most is attitude. All other qualities are linear - they add up or they subtract in a linear fashion. Attitude is exponentially a multiplier or a divider. Do I believe in God? I believe you have two choices. One is to believe that everything is a miracle or that nothing is a miracle. If you choose the former you all will be happy. If you choose the latter you'll be miserable or not as happy. We have no idea, which is correct. But choose the one that fuels the attitude to happiness for you, for those you love and are responsible for, and for those you do not even know.

He who does not believe in miracles, is not a realist - because they happen!!!

Why must the Church have to be financially transparent to all including the government?

To thrive!!!

Church "market share" rises as all religions are required to pay taxes. Why? Because the "false prophets" will reveal themselves more as their clothes are removed. Because they pay no taxes, many spurious preachers out there are making significant amounts of tax-free money. Since most priests probably earn enough only to cover costs, the Church will file and pay very little tax. I would give priests and nuns a million pesos per year deductible per person, meaning they will pay no tax. The rest of the hierarchy and the Church itself will pay.

Taxes have a way of preventing the Church and other religious organizations from spending money where they should not be. But we are not after their taxes. Instead we are after their transparency.

IT IS TIME!



Jojo Guingao's

fantastic digital revolution and how to start it

He worked in the heart of innovation, where tech luminaries such as Google, Facebook, and Apple were born and developed. This gave him a front row seat to digital disruption as industry giants such as Blockbuster Video, Borders Books, and Kodak fell prey to disruptive technologies of startups like Netflix and Amazon.

As the First Vice President of the newly formed Digital Management Team, his formidable mission is to steer the Aboitiz Group through a digital transformation. Here, Jojo talks about the exciting digital projects his team has in store for the Aboitiz group, and how he is rediscovering his roots.

Can you share with us your background before you joined Aboitiz?

I worked all my life in Silicon Valley in the US working for a number of global software companies including Autodesk, ESRI and most recently, with Navagis, a Google Partner. My background is in IT Consulting and Strategy, building global IT services organization and helping global companies implement technology

to bring operational efficiency and automation. I also founded a software company in San Francisco providing mapping and engineering software applications for government agencies and data centers.

What made you decide to accept the new role?

It was a long thought process. Actually, a recruiter from another conglomerate planted

the seed over a year ago but did not pursue it. I was concerned in uprooting my family who has never been to the Philippines. But I got bored in the startup scene and I was looking for a new challenge. Professionally, working with Aboitiz and the opportunity to lead a conglomerate digital transformation journey is a once-in-a-lifetime opportunity. Personally, it's an opportunity to come home and re-discover

People

my roots. In the past, every time I would go visit the Philippines for a business meeting, there is always this excitement to go home and now I am home!

What is the role of the Digital Team in delivering the mission of the Aboitiz Group (to create long-term value for stakeholders)?

Digital Team's role is to understand how technology can disrupt our business and how we can use technology to add shareholder value by delivering top line growth, improving delivery of services, and optimizing cost. It will include delivering a unified digital experience across the Aboitiz group and our stakeholders. Our mission to have the group embrace experimentation on emerging technology and new business models or experiences.

Can you share with us some of the major projects that will happen next year as we fully launch the digital transformation?

We're underway in re-launching our social media strategy across the group. We'll leverage social media to empower our stakeholders to inspire and engage as well as enhance their online experience. We'll be implementing analytics to make sure that we get better insights on our engagement and the effectiveness of our channels and content. A common thread in our future projects will be the need to bring analytics into the organization, so we can transform the group as a data-

driven organization. Harnessing the power of data will be the heart of our digital transformation initiative. We will also start looking at a number of mobile solutions as well as Interest of things, Big Data etc.

Also, an ongoing initiative is the launch of our Corporate Intranet. This will be a common platform across the group which will foster collaboration. It will be mobile and social. The portal will be the platform where we will build our digital culture on.

On a lighter note, what makes Jojo Guingao tick? What makes you get up in the morning?

I am a dreamer and love to inspire people. I have a feeling that I was a religious cult leader in my previous life! I love building teams, working on new technology projects, and having fun. I love competition and the joy of winning.

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

I love the water and part of my decision to come home is to be closer to the water. So, any invitation for scuba diving or snorkeling would be a treat! As a recent migrant to my home country, my family and I are discovering the Philippines so we have a long list of travel plans to go to different islands and enjoy the abundant white sand and oceans around us.

Around the house, I go swimming with my son or occasionally catch up with my favorite SF Bay Area Teams – the Golden State Warriors and the San Francisco 49ers. I'm a big Netflix fan, so I'm

up to speed on my favorite series like Narcos no matter where I'm at.

Who is Jojo Guingao in the social media space? What do you usually post?

I have a number of social media accounts but use it primarily to stay in contact with friends and family who are all located in various parts of the globe. I also use it to keep up with business and technology trends, which I share with my colleagues and friends. I'm definitely not a social butterfly or selfie-nator like a lot of Filipinos!

What's your most memorable personal experience?

There's a few – the birth of my son made me realize the supernatural bond between a child and a parent. Professionally, traveling to Tibet as a guest of the Chinese Government while getting a firsthand look at the temples such as the Potala Palace and the life of Buddhists were amazing experiences. As a global traveler, the 9/11 incident made a significant impact on me as my United Airlines flight was about to land at New York JFK Airport when the attack happened. We ended up traveling back to Vienna, Austria without refueling!

Lastly, can you share some trivia about yourself?

In the late-90 s, I wrote a book called "Inside AutoCAD 14" with some of my industry colleagues in the US. It was published by New Riders Publishing and translated into 18 languages.



Picture taken in San Francisco during my inauguration as the National President of Filipino-American Society of Architects of Engineers (FASAE). In the picture is Dado Banatao, Silicon Valley legend and leading the Philippine STEM program.



Jojo loves the outdoors and enjoys scuba diving in his free time.

People

Retirement



Augusto "Sonny" I. Carpio, III
EVP and COO
Aboitiz Foundation

Sonny retires effective December 31, 2016.

Sonny has devoted 16 years to the Aboitiz Foundation helping communities to help themselves through the Group's various CSR projects. Through his efforts and initiatives, the Foundation has gained the reputation as one of the leading and most prominent non-profit institutions in the Philippines. Sonny will continue to serve the Foundation in 2017 as Consultant for Special Projects and External Relations, still reporting to Susan V. Valdez, who is also the Aboitiz Foundation President.

Appointment



Sabin M. Aboitiz
President
Aboitiz InfraCapital Inc.

Sabin is appointed as the President of Aboitiz InfraCapital Inc. (AIC) effective December 1, 2016. Sabin will steer AIC to growth by overseeing the execution of its business strategy and ensuring operational excellence. Being the head of AEV's Government Relations Team, he will also play a strategic role in building the necessary network and forging partnerships with key stakeholders both in the public and private sector.

Sabin currently serves as the EVP and COO of AEV. Concurrently, he sits as President and CEO of the Food Group, a wholly owned subsidiary of AEV. He is also the President of AEV Aviation, AEV-CRH Holdings, Inc. and a member of the Board of Directors in several companies in the Group. He brings with him more than 30 years of solid experience in various senior management roles across different industries. He spent most of his professional life with Aboitiz Transport, Inc.

Movements



Maribeth L. Marasigan
FVP and COO
Aboitiz Foundation

Maribeth moves from Food Group as FVP and Chief Resource Officer to Aboitiz Foundation as FVP and COO effective

January 1, 2017. Together with the CSR teams across the Group, and with the full support of the Board of Trustees and Advisors, Maribeth will take the Foundation to the next level to truly bring sustainable difference in the lives of all our stakeholders.

Maribeth has been with the Aboitiz for 30 years leading various teams in the transport and food Strategic Business Units in the areas of sales, marketing, operations, branding, communications, strategy, IT system and business process, and customer service and HR. Her experience across these various functions will help her take on this new challenge.



Anji Azuelo
VP, HR and Quality
Pilmico

Angelita M. Azuelo moves from AEV as VP Talent Retention and Systems to Pilmico as VP HR and Quality effective October 1, 2016. She takes over Gie Polanco who is now the AEV Executive Chief of Staff, reporting to Sabin Aboitiz, President and CEO, Food Group. Anji brings with her 24 years of local and global experience in HR resulting from her extensive exposure to high-tech multinational organizations. In her new post, Anji will steer the Food Group HR toward enabling the business to achieve its highest goals of business expansion and diversification.

Promotions



Patrick Reyes
President and COO
AboitizLand, CIPDI,
and LiMA Land

Patrick Reyes is promoted to President and COO of AboitizLand, CIPDI, and LiMA Land effective January 1, 2017. Patrick is currently COO and in addition to his present operations responsibilities, he will also handle HR and Strategy.

Patrick first joined Aboitiz in 2009 as FVP Corporate Finance in AEV, and subsequently served as Chief Strategy Officer between 2012 and 2013. He then moved to AboitizLand in 2014, first as EVP for Operations and COO of LiMA Land. He was promoted to COO of AboitizLand in October 2015.



Rafael Fernandez de Mesa
FVP, Operations
AboitizLand

Rafael Fernandez de Mesa is promoted to FVP effective October 1, 2016. Rafa reports to Patrick Reyes, AboitizLand President and COO. Rafa will oversee land acquisition and services, design and implementation, project development, community stewards, service engineering, and corporate services.

Rafa was previously VP for Business Innovation Group and commercial Business Unit. He joined AboitizLand in 2010 as Manager of Property Management, which is now called Community Stewards Team. In 2013, he was promoted AVP of the Business Innovation Group and became a full member of the AboitizLand Board in February 2015.



Rodger Velasco
EVP and COO
Davao Light and Power Co.

Rodger is promoted to EVP and COO effective January 1, 2017. He is taking over Art Milan, who is retiring on December 31, 2016. Rodger reports to Jim Aboitiz, EVP and COO, AP Distribution Business Group.

Rodger started his career with Aboitiz in 1991 as Planning and Design Engineer. He was then promoted to Senior Manager of the Engineering Group in 2001. In February 2013, he assumes the COO role of Cotabato Light and Power Co. and was concurrently the VP for Engineering of Davao Light. He is a Cum Laude graduate from the Cebu Institute of Technology-University with a Bachelor's degree in Electrical Engineering.



Mark A. Valencia
VP, Engineering
Davao Light and Power Company

Mark is promoted to VP for Engineering effective January 1, 2017. Mark reports to Rodger Velasco, Davao Light EVP and COO. Mark will oversee the planning, design, operations and maintenance of Davao Light's distribution systems.

Mark was an Aboitiz scholar who started his career with Aboitiz in 1993 as Cadet Engineer. In 2000, he became Supervisor of Planning and Design Department and eventually promoted to Manager in 2001. He was promoted to AVP of Engineering Operations in 2004. Mark graduated Cum Laude with a Bachelor's degree in Electrical

People

Engineering from Siliman University. He is a licensed electrical engineer. He finished his MBA from the Ateneo de Davao University in 2009.



Rienzi Zaño
AVP, Project
Development
AboitizPower

Rienzi is appointed as AVP for Project Development effective November 16, 2016. He reports to Ralph Crisologo, FVP for Project Development. In his new role, Rienzi will lead, manage and develop renewable energy power projects that are part of the company's strategic power development initiative for short, medium and long term capacity additions.

Rienzi joined the AboitizPower Group in April 2011 as Sr. Associate for Commercial Operations of MORE. He was promoted AVP for Commercial Operations in March 2013. He earned his Electrical Engineering Major in Power Systems degree from Misamis University and completed his Master's Degree in Electrical Engineering from the University of the Philippines. He also holds Master's degree in Business Administration from the Ateneo Graduate School of Business.

New Hires



Randall Antonio
EVP and COO
Aboitiz InfraCapital, Inc.

Randall Antonio joins the newly created Aboitiz InfraCapital Inc. (AIC) as EVP and COO effective December 1, 2016. Randall will have a dual reporting line to Sabin M. Aboitiz, AIC President responsible for its operations, and to Erramon I. Aboitiz, AIC Chairman and CEO focusing on growth and strategy.

Randall has over 20 years of leadership and entrepreneurial experience in power generation, energy, utilities, supply chain management, trading, high-end automotive, aerospace, and information technology industries.

He was SVP and General Manager for EEI Corporation, the country's largest publicly traded construction company specializing in vertical and horizontal infrastructure. He was Project Director for Lockheed Martin Corp. and was seconded to National Aeronautics and Space Administration (NASA) where he was recognized as an intellectual asset.

Randall completed Enterprise Management Systems from the University of California and BS Electronics and Communication Engineering from Don Bosco Technical School. He lived in the US for 14 years and returned to the Philippines in 2004.



Enrique "Kits" V. Chuidian, Jr.
General Manager
Firmwall

Enrique "Kits" V. Chuidian, Jr. joins AboitizLand as General Manager of Firmwall effective October 17, 2016. Kits reports to Andoni F. Aboitiz, AboitizLand CEO. Prior to joining AboitizLand, he was the VP & General Manager of Stoller Philippines, Inc., VP & General Manager of Puyat Steel, and also served as Management consultant and Country Representative for companies such as SMEG, and Bugatti.



Rhoda D. Cruz
AVP, Fuel Supply
Management and
Warehousing
AboitizPower Oil
Group

Rhoda joins AboitizPower Oil Group effective September 19, 2016. She reports to Danel C. Aboitiz, President and COO. She handles key areas such as understanding macroeconomic trends that exert pressure on heavy fuel oil prices, monitoring, analyzing, and optimizing heavy fuel oil, lube oil, supply chain and warehouse management.

Before this post, Rhoda was with Energy Development Corporation as Head of Strategy Sourcing and Procurement Operations. Rhoda earned her Bachelor of Science degree in Chemical Engineering from the University of the Philippines, Diliman. She has earned units for her Master's degree in Business Administration from De La Salle university.



Iara Victoria Arcilla
Manager, Business
Development Manager
AEV

Iara joins the AEV Business Development Management Team effective October 17, 2016. She handles the bid process of projects under procurement or development as a private initiative. She also coordinates and guides third party advisers, supports negotiations with government agencies, supports the implementation of new processes, and monitors project risks and opportunities. Iara was with Energy Development Corporation for three years as Manager for Business Development in Latin America. She formulated strategic detailed work plans for concession portfolio with over 500 MW in estimated potential. She also worked for Pilipinas Shell Petroleum as Accounts Manager

for Commercial Fuels.

Iara graduated with a Bachelor's degree in Business Administration from the University of the Philippines, Diliman. She earned her MBA degree in IESE Business School in Barcelona, Spain.



Roentgen B. Costanilla
Digital Platform Officer
AEV

RJ joins the Digital Management Team effective October 19, 2016. RJ handles support development, implementation and maintenance of various digital assets of the Group such as corporate intranet, web applications, website, search engine optimization (SEO) and social media channels.

Prior to joining AEV, RJ worked for six years in Accenture Inc., based in Cebu City. He was recently the Software Engineering Team Lead that handled clients in the sectors of Time and Labor Management as well as Hospitality. RJ graduated with a Bachelor's degree in Information Technology from Siliman University.



Mark Chino C. Peñaflor
Business Process
Supervisor
AboitizPower
Distribution

Mark is appointed Business Process Supervisor of the Supply Chain Management Department of AboitizPower Distribution effective October 6, 2016. He reports to Clovis Racho, AVP for Supply Chain, Power Distribution Group. Rovi handles the policies and procedures of Supply Chain in the ERP system and ensures its compliance, reliability, and implementation.

He joined the company in 2006 as System Development and Special Projects Staff of Procurement and Logistics Department (PLD) of VECO. He was then rotated to the different functions of PLD. In 2013, he became the ERP System Development and Special Project Staff handling VECO, DLPC, CLPC, and ENERZONES. He was promoted to Supervisor of VECO PLD on January 1, 2016.



I am retiring but not saying goodbye

By Manuel "Bobby" M. Orig



I am [proud] that through the years, the Aboitiz group has been consistently setting the conditions that allow employees to contribute, grow and prosper with the company.

As of this December 2016, I will be completing 47 years of service with the Aboitiz Group. I think I can lay claim to the distinction as one of the longest-serving employees in the group.

I have had the good fortune of being engaged by six companies in the Aboitiz group and the honor of being retired three times.

My proudest moment was being recognized in 2004 as the honoree of the Don Ramon Aboitiz Award of Excellence or DRAAE.

One of my flattering memories is a customer survey where one of the questions asked was: "Do you know who owns Davao Light?" Owing to my being seen as the face of the company for many years, a few customers were misled and answered Bobby Orig.



Some people ask me why I have lasted this long with the company.

I am actually guided by three simple tenets in my work:

One is, I always learn to love what I do.

Two is, I always strive to help make the people I work for and work with, to become effective.

Three is, I always bear in mind that in the end what is expected of me is to help obtain solutions for the company and provide solutions in behalf of the company.

I would like to believe that these simple tenets have been key to my long years of service with Aboitiz.

I consider my hiring in July 1969 auspicious as it was also the year when Jon Ramon Aboitiz joined the company. I had the good fortune of seeing JRA and subsequently, his successor Montxu Aboitiz, together with Tony Moraza, redefine the way we do business, led us into the global, high-tech marketplace and transformed Aboitiz from its humble beginnings to where it is today, a powerhouse conglomerate.

I am extremely proud to see that through the years, the Aboitiz group has made fairness, integrity, and prudent management the ethical compass of our organization.

For example and for the benefit of those who

are not in the know, in 1979 after Davao was finally connected to the Mindanao Grid, some influential politicians and civil society groups demanded that Davao Light stop operating and maintaining the standby Bajada Power Plant on the ground that it is no longer needed and therefore electricity rates should be reduced. But the late Ernie Aboitiz refused and stood his ground because he believed that moving forward, the plant will be crucial in meeting the electricity needs of Davao. Ernie's prudence was well founded because for many years the plant saved the franchise areas of Davao Light from frequent and long brownouts that have bedeviled many parts of Mindanao.

Another shining example. In 2009, Davao light, through Jimmy Aboitiz, made the difficult and unpopular decision of discontinuing and monetizing the electricity subsidy benefit that was granted before to employees. In the face of the worsening energy crises, the company believed that this was the right thing to do. The company had to stand in solidarity with the community in conserving the use of electricity. In the end, I am confident that our team members understood the compelling reasons behind this decision.

Today, I believe that the Aboitiz brand promise of passion for better ways resonates with the public because it has a strong ethical foundation.

I am equally proud that through the years, the Aboitiz group has been consistently setting the conditions that

allow employees to contribute, grow and prosper with the company.

I would like to express my profound gratitude to those who have trusted and given me the opportunity to grow with the company, namely: Jon Aboitiz, Montxu Aboitiz, Tony Moraza, and the late Ernie Aboitiz and Al Aboitiz. And to Romy Ronquillo, who in 1976, arranged my transfer from Aboitiz and Company to become the assistant resident manager of Davao Light.

I am eternally grateful to all my co-workers and colleagues for their trust and sincerity. In a big way, my working stint with Aboitiz has been fulfilling and meaningful because they were always there when I needed their support, guidance, and cooperation.

Finally, I would like to express my gratitude to my wife Joy for her unwavering patience and support.

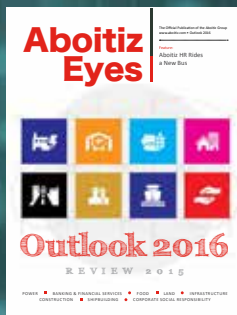
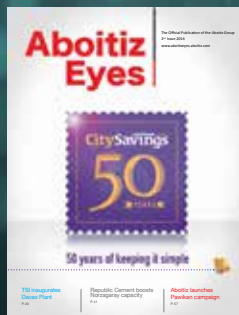
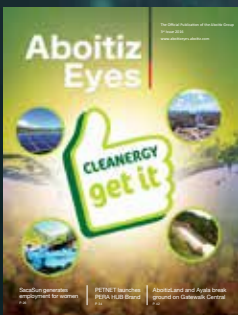
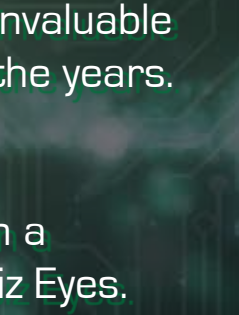
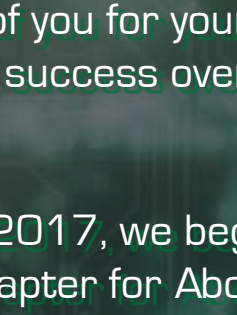
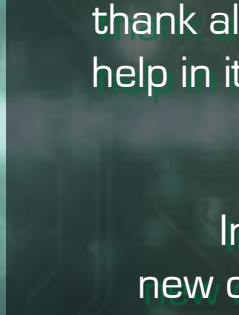
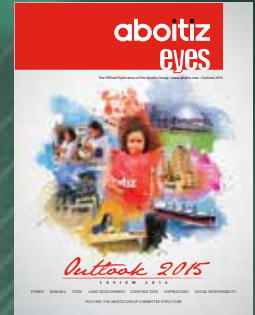
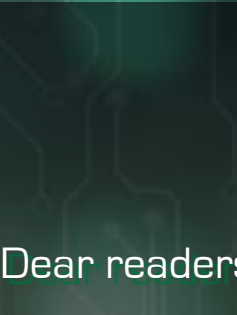
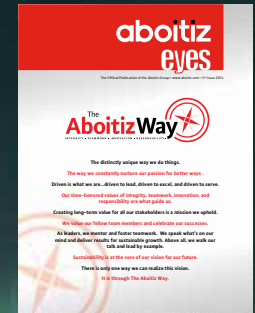
Let me end by quoting Peter Pan, "Never say goodbye because goodbye means going away, and going away means forgetting." So instead of saying goodbye, I would like to address all my co-workers and colleagues. I urge you to make the most out of every opportunity and challenge that comes your way because that is how you can find your passion to make a meaningful difference for yourself and for your organization.

Mabuhay kayong lahat and may God bless you always.



CHRISTMAS TREE LIGHTING 2016





Dear readers,

This is our final print edition and we thank all of you for your invaluable help in its success over the years.

In 2017, we begin a new chapter for Aboitiz Eyes.

Join us as we embrace digital!

- Aboitiz Eyes team