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A. BOARD MATTERS

1) Board of Directors

Number of Directors per Articles of Incorporation	11
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Actual number of Directors for the year	10*
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- Due to the demise of George San Pedro in July 2016.

(a) Composition of the Board

Complete the table with information on the Board of Directors:

Director's Name	Type [Executive (ED), Non-Executive (NED) or Independent Director (ID)]	If nominee, identify the principal	Nominator in the last election (if ID, state the relationship with the nominator)	Date first elected	Date last elected (if ID, state the number of years served as ID)	Elected when (Annual /Special Meeting)	No. of years served as director
Isidro A. Consunji	ED	DMCI Holdings, Inc.	Maria Cristina C. Gotianun	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
Victor A. Consunji	ED	DMCI Holdings, Inc.	Maria Cristina C. Gotianun	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
Jorge A. Consunji	NED	DMCI Holdings, Inc.	Maria Cristina C. Gotianun	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
Cesar A. Buenaventura	NED	DMCI Holdings, Inc.	Maria Cristina C. Gotianun	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
Herbert M. Consunji	NED	DMCI Holdings, Inc.	Maria Cristina C. Gotianun	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
<u>Victor C. Macalincag**</u>	ID		Antonio C. Olizon (no relation)	May 2005	<u>May 2, 2016, 3 years & 7 months as ID from May 2012</u>	ASM	<u>11.67</u>
<u>George G. San Pedro*</u>	ED	DMCI Holdings, Inc.	Isidro A. Consunji	May 2001	<u>May 2, 2016</u>	ASM	<u>15.67</u>
Maria Cristina C. Gotianun	ED	DMCI Holdings, Inc.	Isidro A. Consunji	May 2006	<u>May 2, 2016</u>	ASM	<u>10.67</u>
Ma. Edwina C. Laperal	NED	DMCI Holdings, Inc.	Isidro A. Consunji	May 2007	<u>May 2, 2016</u>	ASM	<u>9.67</u>
<u>Rogelio M. Murga</u>	<u>ID</u>		<u>Isidro A. Consunji</u>	<u>Nov 11, 2014</u>	<u>May 2, 2016</u>	ASM	<u>2.17</u>
<u>Josefa Consuelo C. Reyes</u>	<u>NED</u>	<u>DMCI Holdings, Inc.</u>	<u>Isidro A. Consunji</u>	<u>March 6, 2015</u>	<u>May 2, 2016</u>	ASM	<u>1.67</u>
<u>Honorio O. Reyes-Lao</u>	<u>ID</u>		Antonio C. Olizon	<u>May 2, 2017</u>	-	<u>ASM</u>	-

<u>Luz Consuelo A. Consunji</u>	<u>NED</u>	<u>DMCI Holdings, Inc.</u>	Maria Cristina C. Gotianun (sister)	<u>May 2, 2017</u>	-	<u>ASM</u>	-
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**Mr. San Pedro passed away on July 7, 2016.*

***Mr. Macalincaq passed away on March 30, 2017.*

- (b) Provide a brief summary of the corporate governance policy that the board of directors has adopted. Please emphasize the policy/ies relative to the treatment of all shareholders, respect for the rights of minority shareholders and of other stakeholders, disclosure duties, and board responsibilities.

The Company's Revised Code of Corporate Governance reflects a governance framework that governs the performance of the Board of Directors and Management of their respective duties and responsibilities to stockholders and other stakeholders which include, among others, customers, employees, suppliers, financiers, government and community in which it operates.

The Board commits to a corporate governance framework aimed to provide a culture of ethical conduct, higher standards of performance, transparency and accountability throughout the organization. It reports its full compliance to the SEC's Revised Code of Corporate Governance (SEC Code) and discloses its level of adoption of the PSE's Corporate Governance Guidelines for Listed Companies. Directors, Officers and employees have been advised of their respective duties as mandated by the SEC Code and that internal mechanisms are in place to ensure compliance thereto. It fully complies with the disclosure and reportorial requirements of the SEC and PSE, such as certifications on compliance with its Revised Code of Corporate Governance and Board attendance, structured reports, as well as timely disclosure of significant and material information, events or developments and reporting of transactions involving trading of the Company's shares by its Directors within the prescribed reporting period. The Company's governance structure, policies and systems are described in the relevant governance section of its Integrated Annual Report. Its governance framework adheres to the following OECD Principles of Corporate Governance:

RIGHTS OF SHAREHOLDERS

The Company protects and facilitates the exercise of basic shareholder rights. It maintains a share structure that gives all shares equal voting rights. It allows all shareholders the right to nominate candidates for board of directors. It is committed to providing reasonable economic returns to the investors through the right to participate in its profits. It respects the right of a shareholder to participate, be informed and vote in key decisions regarding fundamental corporate changes in its Annual Shareholders' Meeting (ASM). Shareholders are furnished with sufficient and timely information concerning the ASM date, location, agenda including the rules and voting procedures that govern such meetings in the Notice of ASM and accompanying SEC Form 20-IS Information Statement. It respects other shareholder rights, specifically, to inspect corporate books and records, to information, to dividends and appraisal right.

EQUITABLE TREATMENT OF SHAREHOLDERS

It ensures equitable treatment of all shareholders and provides them the opportunity to obtain redress for violation of their rights. It has a share structure of one class of common shares with one vote for each share. It aims to protect non-controlling shareholders from inequitable conduct and abusive self-dealing of its Directors, Officers and employees. Related good governance policies include :

- ***Insider Trading Policy - explicitly prohibit insider trading to prevent conflict of interest and benefiting from insider information or knowledge not available to the general public. It prescribes trading block off periods and requires Directors and officers to inform or report to the Company their trading transactions of Company shares within three (3) business days.***
- ***Related Party Transaction (RPT) Policy – provides that RPTs be arms-length and at terms available to an unaffiliated third party under the same or similar business circumstances. It also sets threshold levels requiring approval of the Board or shareholders, and that RPTs be arms-length and at terms generally available to an unaffiliated third party under the same or similar circumstances, among others. The Company's Independent Directors annually review material***

significant RPTs that meet the threshold levels stipulated by regulatory rules and requirements on RPTs and materiality guidelines per RPT Policy.

ROLE OF STAKEHOLDERS

It protects the rights and interests of its employees, customers, suppliers, business partners, creditors, government, environment, communities and other stakeholders as established by law or through mutual agreements. Its active engagement and partnership with key stakeholders encourage open communication and early resolution of issues or concerns, if any, during quarterly monitoring meetings with the Multi-Monitoring Team wherein various sectoral stakeholder groups are represented and heard. Related policies include:

- *Alternative Dispute Resolution Policy - promotes the use of alternative dispute resolution (ADR) options and processes in the settlement of corporate governance related disputes or differences with shareholders and key stakeholders.*
- *Anti-corruption and Ethics Program - consists of ethics-related policies, soft controls and audit procedures aimed to promote the highest standards of openness, probity and accountability throughout the organization.*
- *Whistleblowing/Hotline reporting mechanism - provides a secure reporting venue for employees, customers, suppliers and other stakeholders to raise and communicate valid complaints and confidential concerns on fraud, questionable and unethical transactions in good faith.*

DISCLOSURE AND TRANSPARENCY

It commits to a regime of open disclosure and transparency of material information and events regarding its financial performance, ownership and business updates. Its Information Policy ensures information is communicated in a timely and transparent manner to individual and institutional shareholders by timely and adequate disclosures through announcements, quarterly or annual reporting, Company website and investor relations activities such as analyst briefings and media/press conferences.

RESPONSIBILITIES OF THE BOARD

The Company's Good Governance Guidelines for Board Directors serve as the Board's charter with policies regarding directorship tenure, service in other company boards, conflict of interest, among others. It aims to protect non-controlling shareholders from inequitable conduct and abusive self-dealing of its Directors, Officers & employees. The Code of Conduct (Code) embodies its commitment to conduct business with the highest ethical standards and in accordance with applicable laws, rules and regulations. Code provisions include conflict of interest, gifts, corporate giving, insider trading, corporate opportunities, accounting and financial reporting, influencing external auditor, political activities, fair dealings, confidentiality, protection and proper use of company assets, among others.

- (c) How often does the Board review and approve the vision and mission?

The Board reviews and approves the vision and mission at least once every five years, with recent review and approval in its Board meeting on November 8, 2016.

- (d) Directorship in Other Companies

- (i) Directorship in the Company's Group¹

Identify, as and if applicable, the members of the company's Board of Directors who hold the office of director in other companies within its Group:

¹ The Group is composed of the parent, subsidiaries, associates and joint ventures of the company.

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Isidro A. Consunji	DMCI Holdings, Inc. SEM-Calaca Power Corp. Southwest Luzon Power Generation Corp. Semirara Claystone Inc. Semirara Energy Utilities Inc. SEM-Cal Industrial Park Developers, Inc. Southeast Luzon Power Generation Corp. St. Raphael Power Generation Corp. SEM-Calaca Res Corp. <u>Semirara Cement Corp.</u>	Executive Director/ <u>Chairman/President/CEO</u> Executive Director/Chairman/CEO Executive Director/Chairman/CEO Executive Director/Chairman/CEO Executive Director/Chairman/CEO Executive Director/Chairman/CEO Executive Director/Chairman/CEO Executive Director/Chairman/CEO Non-Executive Director/Chairman Non-Executive Director <u>Executive Director/President</u>
Victor A. Consunji	DMCI Holdings, Inc. SEM-Calaca Power Corp. Southwest Luzon Power Generation Corp. Semirara Claystone Inc. Semirara Energy Utilities Inc. SEM-Cal Industrial Park Developers, Inc. Southeast Luzon Power Generation Corp. St. Raphael Power Generation Corp. SEM-Calaca Res Corp. <u>Semirara Cement Corp.</u>	Non-Executive Director Executive Director/President/COO Executive Director/President/COO Executive Director/President/COO Executive Director/President/COO Executive Director/President/COO Executive Director/President/COO Executive Director/President/COO Non-Executive Director Exec. Director/Chairman/Pres. <u>Non-Executive Director</u>
Jorge A. Consunji	DMCI Holdings, Inc. SEM-Calaca Power Corp. Southwest Luzon Power Generation Corp. Semirara Claystone Inc. Semirara Energy Utilities Inc. SEM-Cal Industrial Park Developers, Inc. Southeast Luzon Power Generation Corp. St. Raphael Power Generation Corp. SEM-Calaca Res Corp.	Non-Executive Director
Cesar A. Buenaventura	DMCI Holdings, Inc. Semirara Cement Corp.	Non-Executive Director <u>Non-Executive Director</u>
Herbert M. Consunji	DMCI Holdings, Inc. SEM-Calaca Power Corporation Southwest Luzon Power Generation Corp. SEM-Cal Industrial Park Developers, Inc. <u>SEM-Calaca Res Corp.</u>	Executive Director/VP & CFO Non-Executive Director Non-Executive Director Non-Executive Director <u>Executive Director/Treasurer</u>
<u>Victor C. Macalincag*</u>	SEM-Calaca Power Corporation	Independent Director
<u>Rogelio M. Murga</u>	SEM-Calaca Power Corporation	Independent Director
Maria Cristina C. Gotianun	SEM-Calaca Power Corp. Southwest Luzon Power Generation Corp. Semirara Claystone Inc. Semirara Energy Utilities Inc. SEM-Cal Industrial Park Developers, Inc. Southeast Luzon Power Generation Corp.	Executive Director/Treasurer Executive Director/Treasurer Executive Director/Treasurer Executive Director/Treasurer Executive Director/Treasurer Executive Director/Treasurer
Ma. Edwina C. Laperal	DMCI Holdings, Inc. SEM-Calaca Power Corp.	Executive Director/Treasurer Non-Executive Director
Josefa Consuelo C. Reyes	SEM-Calaca Power Corp.	Non-Executive Director
<u>Honorio O. Reyes-Lao</u>	<u>DMCI Holdings, Inc.</u> <u>SEM-Calaca Power Corporation</u>	<u>Independent Director</u> <u>Non-Executive Director</u>
<u>Luz Consuelo A. Consunji</u>	<u>DMCI Holdings, Inc.</u> <u>SEM-Calaca Power Corporation</u>	<u>Non-Executive Director</u> <u>Non-Executive Director</u>

**Mr. Macalincag passed away on March 30, 2017.*

(ii) Directorship in Other Listed Companies

Identify, as and if applicable, the members of the company's Board of Directors who are also directors of publicly-listed companies outside of its Group:

Director's Name	Name of Listed Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Isidro A. Consunji	Crown Equities, Inc.	Non-Executive Director
	Atlas Consolidated Mining and Development Corporation	Non-Executive Director
Cesar A. Buenaventura	PetroEnergy Resources Corp.	Independent Director
	iPeople Inc.	Independent Director
<u>Victor C. Macalincag*</u>	Crown Equities, Inc.	Independent Director
	Republic Glass Holdings, Inc.,	Independent Director
	ISM Communications Corp.	Independent Director
	Atok-Big Wedge Company, Inc.	Independent Director
<u>Honorio O. Reyes-Lao</u>	<u>Philippine Business Bank</u>	<u>Independent Director</u>

**Mr. Macalincag passed away on March 30, 2017.*

(iii) Relationship within the Company and its Group

Provide details, as and if applicable, of any relation among the members of the Board of Directors, which links them to significant shareholders in the company and/or in its group:

Director's Name	Name of the Significant Shareholder ²	Description of the relationship
Isidro A. Consunji	Augusta Holdings Inc. holds <u>1,003,864</u> shares in the Company. Windermere Holdings, Inc. holds 166,054	Mr. Isidro A. Consunji is the majority stockholder representing 80% and 90%, respectively, of its I/O shares.
Victor A. Consunji	Guadalupe Holdings Corporation holds <u>2,964,724</u> shares in the Company.	Mr. Victor A. Consunji is the majority stockholder representing 99.84% of its I/O shares.
Jorge A. Consunji	Great Times Holdings Corp. holds <u>433,089</u> shares in the Company.	Mr. Jorge A. Consunji is the majority stockholder representing 100% of its I/O shares.
Herbert M. Consunji	N/A	N/A
Maria Cristina C. Gotianun	Berit Holdings Corporation holds <u>1,737,943</u> shares in the Company.	Ms. Maria Cristina C. Gotianun is the majority stockholder representing 78.88% of its I/O shares.
Ma. Edwina C. Laperal	Firenze Holdings Inc. holds <u>1,435,682</u> shares in the Company.	Ms. Ma. Edwina C. Laperal is the majority stockholder representing 82% of its I/O shares.

² As of March 31, 2017.

Josefa Consuelo C. Reyes	Meru Holdings, Inc. holds 346,800 shares in the Company.	Ms. Josefa Consuelo C. Reyes is the majority stockholder representing 99.84% of its I/O shares.
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- (iv) Has the company set a limit on the number of board seats in other companies (publicly listed, ordinary and companies with secondary license) that an individual director or CEO may hold simultaneously? In particular, is the limit of five board seats in other publicly listed companies imposed and observed? If yes, briefly describe other guidelines:

In 2016, each Director has held simultaneously no more than five (5) board seats in publicly-listed companies. Moreover, the Company's executive directors do not serve on more than two (2) boards of listed companies outside its parent DMCI Holdings Inc. Group.

	Guidelines	Maximum Number of Directorships in other companies
Executive Director		No more than two Board seats of listed companies outside DMCI Holdings Inc. Group
Non-Executive Director		No more than five Board seats of publicly-listed companies.
CEO		No more than two Board seats of listed companies outside DMCI Holdings Inc. group

- (c) Shareholding in the Company

Complete the following table on the members of the company's Board of Directors who directly and indirectly own shares in the company:

Name of Director	Number of Direct shares ³	Number of Indirect shares / Through (name of record owner) ⁴	% of Capital Stock
Isidro A. Consunji	<u>6,036</u>	<u>1,169,918</u>	<u>0.11</u>
Victor A. Consunji	<u>36</u>	<u>2,964,724</u>	<u>0.28</u>
Jorge A. Consunji	<u>36</u>	<u>433,089</u>	<u>0.04</u>
Herbert M. Consunji	<u>32,280</u>	-	<u>0.00</u>
Cesar A. Buenaventura	<u>18,030</u>	-	<u>0.00</u>
Maria Cristina C. Gotianun	<u>357</u>	<u>1,737,943</u>	<u>0.16</u>
Ma. Edwina C. Laperal	<u>1,047</u>	<u>1,435,682</u>	<u>0.13</u>
Josefa Consuelo C. Reyes	<u>103,100</u>	<u>346,800</u>	<u>0.04</u>
<u>Victor C. Macalincag*</u>	<u>808,890</u>	<u>19,100</u>	<u>0.08</u>
Rogelio M. Murga	<u>10,010</u>	-	<u>0.00</u>
TOTAL	<u>979,822</u>	<u>8,107,256</u>	<u>0.84</u>

**Mr. Macalincag passed away on March 30, 2017.*

³ As of March 31, 2017.

⁴*Ibid.*

2) Chairman and CEO

- (a) Do different persons assume the role of Chairman of the Board of Directors and CEO? If no, describe the checks and balances laid down to ensure that the Board gets the benefit of independent views.

Yes No

Identify the Chair and CEO:

Chairman of the Board	Isidro A. Consunji
CEO/President	Isidro A. Consunji

The Board noted the strategic challenges and opportunities in the Company's sustainability as a vertically-integrated coal mining and energy enterprise, thus making critical a cohesive leadership of the Board and Management unified in meeting business objectives. The Company's governance structure ensures a check and balance of power, independent thinking and accountability through defined roles and responsibilities of the Board, CEO and Management in its Amended By-Laws and Revised Code of Corporate Governance, good governance policies and processes such as annual Board/CEO performance evaluation, among others.

- (b) Roles, Accountabilities and Deliverables

Define and clarify the roles, accountabilities and deliverables of the Chairman and CEO.

	Chairman	Chief Executive Officer
Role	Oversees and leads the Board on behalf of the shareholders, protecting their rights and maximizing shareholders' returns.	Provides leadership, direction and overall management of the Company's business.
Accountabilities	Is accountable to the shareholders; Ensures that Board meetings are held in accordance with the by-laws; Presides or chairs Board meetings; Coordinates Board meetings' agenda	Is accountable to the Board; Implements the key strategies and policies; as well as annual targets and objectives set by the Board.
Deliverables	Leads the Board in establishing the vision and mission, strategic objectives, key policies as well as adequate control mechanisms and risk management systems to effectively oversee and monitor Management's performance.	i. Develops and implements short and long term plans, financial management, control and risk system; ii. Ensures achievement of annual budget, financial and operating performance.

- 3) Explain how the board of directors plan for the succession of the CEO/Managing Director/President and the top key management positions?

The Company's Executive Succession Plan Policy outlines succession procedures for the CEO including the process of appointment and time frame. Succession planning also involves identifying a pool of candidates and developing a professional development program which includes mentoring, coaching, leadership seminars and management courses, among others. Succession processes to ensure leadership continuity and changes in key officers and critical positions include identifying potential candidates and leadership gaps, assessment of their strengths and developmental needs, readiness of current staff to assume critical positions and implementing strategies.

4) Other Executive, Non-Executive and Independent Directors

Does the company have a policy of ensuring diversity of experience and background of directors in the board? Please explain.

The Company's current Board represents a mix of highlight qualified individuals of such stature and experience in the coal energy & power industries, finance, business, public governance, mining & engineering operations, organization and financial management, which are aligned to the Company's strategy and enable them to effectively participate in Board deliberations and fulfill their fiduciary duties. There is no discrimination of gender, age and religion in the selection and appointment of Directors.

Does it ensure that at least one non-executive director has an experience in the sector or industry the company belongs to? Please explain.

Yes, two of the non-executive directors have extensive work experience in the energy sector and/or coal industry, both major industries of which the Company's and its subsidiaries' core businesses are in and thus significant to the Company's strategy.

Define and clarify the roles, accountabilities and deliverables of the Executive, Non-Executive and Independent Directors:

	Executive	Non-Executive	Independent Director
Role	<p>Develop and implement strategic and business plans ;</p> <p>Set the Company's values and standards, and ensure that obligations to shareholders and stakeholders are understood and met.</p> <p>Lead the day-to-day operation of the business.</p>	<p>Strategy and goal setting;</p> <p>Review and monitor Management's performance in meeting agreed goals and objectives.</p>	<p>Adopt an oversight role and act as a check and balance on the acts of the Board and Management of the Company;</p> <p>Helps in formulating strategic plans and objectives.</p>
Accountabilities	<p>Providing reasonable economic returns to shareholders and business partners;</p> <p>Sustainability and growth of the business;</p> <p>Regular and timely reporting to the Board of the Company's performance and achievement of strategic goals and objectives.</p>	<p>Promoting the interests of all shareholders, majority and minority, as a whole.</p>	<p>Promoting the interests of all shareholders, majority and minority, as a whole.</p>
Deliverables	<p>Enhanced shareholder value through the ff:</p> <p>Operational excellence;</p> <p>A governance framework with adequate and effective risk, control and governance</p>	<p>Objectivity and independent mindset during Board deliberations and discussions;</p> <p>Faithful performance of Director's fiduciary duties</p>	<p>Objectivity and independent mindset during Board deliberations and discussions;</p> <p>Faithful performance of Director's fiduciary</p>

	processes and information and management systems; Reliability and integrity of financial and operational information and reporting; Compliance with laws, rules, regulations, and contracts; Faithful performance of fiduciary duties in the best interests of the Company as a Board Director, incl. regular attendance and participation in Board and Committee meetings.	in the best interests of the Company; Familiarity and understanding of the Company's business, industry and significant developments; Regular attendance and participation in Board and Committee meetings.	duties in the best interests of the Company; Familiarity and understanding of the Company's business, industry and significant developments; Regular attendance and participation in Board and Committee meetings.
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Provide the company's definition of "independence" and describe the company's compliance to the definition. ***An Independent Director is defined as one with no interest or relationship with the Company that may hinder his independence from the Company or its management, or may reasonably be perceived to materially interfere in the exercise of his independent judgment in carrying out the responsibilities expected of a director. The Company's Independent Directors possess the qualifications and none of the disqualifications under existing Philippine regulatory rules and requirements for Independent Directors. They are independent of Management and major shareholders of the Company. The Company's Independent Directors are subject to SEC's prescribed term limit for Independent Directors of ten (10) years, with reckoning of the cumulative term from 2012. (Note: In March 9, 2017, SEC amended its rules on the term limit of IDs to a maximum cumulative term of nine(9) years with the same reckoning from 2012.) They have been elected and re-elected as Independent Directors since May 2005. They have been elected also as such of the Company's wholly-owned subsidiary SEM-Calaca Power Corporation in February 2011 and have adhered to SEC's prescribed limit for Independent Directors to be elected as such in no more than five (5) companies in each conglomerate.***

Does the company have a term limit of five consecutive years for independent directors? If after two years, the company wishes to bring back an independent director who had served for five years, does it limit the term for no more than four additional years? Please explain.

The Company adopts and adheres to SEC's prescribed limits for Independent Directors on term (tenure) and not being elected as Independent Directors in no more than five (5) companies in each conglomerate.

5) Changes in the Board of Directors (Executive, Non-Executive and Independent Directors)

(8) Resignation/Death/Removal/Selection

Indicate any changes in the composition of the Board of Directors that happened during the period:

Name	Position	Date of Cessation/Appointment	Reason
George G. San Pedro	Executive Director	July 7, 2016	Death
<u>Victor C. Macalincag</u>	<u>Independent Director</u>	<u>March 30, 2017</u>	<u>Death</u>
<u>Honorio O. Reyes-Lao</u>	<u>Independent Director</u>	<u>May 2, 2017</u>	<u>Selection</u>
<u>Luz Consuelo A. Consunji</u>	<u>Non-Executive Director</u>	<u>May 2, 2017</u>	<u>Selection</u>

(b) Selection/Appointment, Re-election, Disqualification, Removal, Reinstatement and Suspension

Describe the procedures for the selection/appointment, re-election, disqualification, removal, reinstatement and suspension of the members of the Board of Directors. Provide details of the processes adopted (including the frequency of election) and the criteria employed in each procedure:

Procedure	Process Adopted	Criteria
a. Selection/Appointment		
(i) Executive Directors	Executive Directors are appointed during the organizational meeting of the company by the members of the Board of Directors	To be eligible directors must possess all the qualifications and none of the disqualifications of directors as stated in the Company's By-laws specifically Sections 2 & 3 of Article 2; all qualifications and disqualifications under the Revised Code of Corporate Governance. Executive Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their track record, individual contribution, leadership and performance in the Company.
(ii) Non-Executive Directors	Every March (prior to Annual Meeting on first Monday of May) of each year directors are nominated and the final list of nominees is prepared; only those whose names appear in the final list shall be eligible for election at the Company's annual meeting. The final list goes through the selection process by the Nomination and Election Committee (NOMELEC)	To be eligible directors must possess all the qualifications and none of the disqualifications of directors as stated in the Company's By-laws specifically Sections 2 & 3 of Article 2; all qualifications and disqualifications under the Revised Code of Corporate Governance. Non-Executive Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their individual contribution, committee membership, leadership and individual performance as members of the Board.
(iii) Independent Directors	Every March (prior to Annual Meeting on first Monday of May) of each year independent directors (at least 2 or 20% of the board size whichever is less) are nominated and the final list of nominees is prepared; only those whose names appear in the final list shall be eligible for election at the Company's annual meeting. The final list goes through the selection process by the	1. Must possess all the qualification and none of the disqualifications of directors under Article III of Company's By-laws (By-laws incorporates provisions of SEC Memorandum Circular No. 16; Series of 2012 dated November 28, 2002; (Guidelines on the Nomination and Election of Independent Directors) and qualifications and

	<p>NOMELEC. (Section 5, Article 3 of By-laws)</p> <p>Subject to 5 day written notice to the Securities and Exchange Commission, any vacancy due to resignation, disqualification or cessation from office shall be filled by vote of at least majority of remaining directors, if still constituting a quorum upon nomination of the NOMELEC, otherwise said vacancy shall be filled by the stockholders in a regular or special meeting called for that purpose (Section 7, Article 3 By-laws)</p>	<p>disqualifications under the Revised Code of Corporate Governance Memorandum Circular No. 9, Series of 2011 dated December 5, 2011 (Term Limits for Independent Directors)</p> <p>2. Independent Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their individual contribution, committee membership, leadership and performance as members of the Board.</p>
b. Re-appointment		
(i) Executive Directors	Same process and criteria on selection and appointment	Same process and criteria on selection and appointment; Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their track record, individual contribution, leadership and performance in the Company.
(ii) Non-Executive Directors	Same process and criteria on selection and appointment	Same process and criteria on selection and appointment; Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their track record, individual contribution, leadership and performance in the Company.
(iii) Independent Directors	Same process and criteria on selection and appointment	Same process and criteria on selection and appointment; Directors are chosen based on their skills, experience and expertise that are aligned to the Company's strategy, and with due regard of their track record, individual contribution, leadership and performance in the Company.
c. Permanent Disqualification		
(i) Executive Directors	Not eligible for appointment as Executive Director upon determination by the NOMELEC	Grounds for disqualifications enumerated under Article 4 I (1) of the Company's Revised

	If grounds for disqualification occur during tenure, executive director may be removed by affirmative resolution of the board (Sec. 5, Art. 4 By-laws). Director concern may however voluntarily resign due to such grounds for disqualification.	Code of Corporate Governance
(ii) Non-Executive Directors	Not eligible for nomination as director upon determination by the NOMELEC If grounds for disqualification occur during tenure, director may be removed by affirmative vote of the stockholders holding 2/3 of the subscribed and outstanding capital of the Company in a meeting called for the purpose. Director concern may however voluntarily resign due to such grounds for disqualification.	Grounds for disqualifications enumerated under Article 4 (e) (1) of the Company's Revised Code of Corporate Governance
(iii) Independent Directors	Not eligible for nomination as director upon determination by the NOMELEC If grounds for disqualification occur during tenure, director may be removed by affirmative vote of the stockholders holding 2/3 of the subscribed and outstanding capital of the Company in a meeting called for the purpose. Director concern may however voluntarily resign due to such grounds for disqualification.	<ol style="list-style-type: none"> 1. Based on grounds enumerated under Art. 4 (e) (1) of the Company's Revised Code of Corporate Governance 2. Memorandum Circular No. 9, Series of 2011 dated December 5, 2011 (Term Limits for Independent Directors)
d. Temporary Disqualification		
(i) Executive Directors	As determined by affirmative resolution of the Board of Directors	Grounds for temporary disqualifications under Article 4 (e) (2) of the Company's Revised Code of Corporate Governance
(ii) Non-Executive Directors	As determined by affirmative resolution of the Board of Directors	Grounds for temporary disqualifications under Article 4 (e) (2) of the Company's Revised Code of Corporate Governance
(iii) Independent Directors	As determined by affirmative resolution of the Board of Directors	<ol style="list-style-type: none"> 1. Grounds for temporary disqualifications under Article 4 (e) (2) of the Company's Revised Code of Corporate Governance

		<p>2. Article 3, Section 3 of By-laws</p> <p>3. Memorandum Circular No. 9, Series of 2011 dated December 5, 2011 (Term Limits for Independent Directors)</p>
e. Removal		
(i) Executive Directors	By affirmative resolution of the Board of Directors	With or without cause (Section 5, Article 4 of By-laws)
(ii) Non-Executive Directors	By affirmative vote of the stockholders holding 2/3 of the subscribed and outstanding capital of the Company in a meeting called for the purpose.	With or without cause (Section 10, Article 2 of By-laws)
(iii) Independent Directors	Same as Non-Executive Directors	With or without cause (Section 10, Article 2 of By-laws)
f. Re-instatement		
(i) Executive Directors	Director is given 60 days to remedy or correct disqualification. Director is reinstated when shown that disqualification has been remedied.	Last paragraph of Article 4 (e) (2) of the Company's Revised Code of Corporate Governance
(ii) Non-Executive Directors	-same as above-	-same as above-
(iii) Independent Directors	-same as above-	-same as above-
g. Suspension		
(i) Executive Directors	Written report on violations of internal policies, provisions of the Company's Corporate Governance Manual, rules and regulations of regulatory agencies shall be made by Company's Compliance Officer to the Board of Directors with recommendation on sanctions and penalties.	Article 4 (m) of Company's Revised Code of Corporate Governance. Sanctions ranges from reprimand, fines disqualification as may deem appropriate upon recommendation of the Compliance Officer subject to the approval of the Board.
(ii) Non-Executive Directors	-same as above-	-same as above-
(iii) Independent Directors	-same as above-	-same as above-

Voting Result of the last Annual General Meeting (May 2, 2016)

Name of Director	Votes Received	Votes Against	Abstain
Isidro A. Consunji	<u>832,014,499</u>	<u>259,825</u>	<u>1,071,900</u>
Victor A. Consunji	<u>785,076,023</u>	<u>4,792,385</u>	<u>43,477,816</u>
Jorge A. Consunji	<u>789,585,153</u>	<u>259,825</u>	<u>43,501,246</u>
Cesar A. Buenaventura	<u>789,584,913</u>	<u>259,825</u>	<u>43,501,486</u>
Herbert M. Consunji	<u>789,608,523</u>	<u>259,825</u>	<u>43,477,876</u>
Maria Cristina C. Gotianun	<u>789,607,067</u>	<u>259,825</u>	<u>43,479,332</u>
Ma. Edwina C. Laperal	<u>788,874,583</u>	<u>970,035</u>	<u>43,501,606</u>
Josefa Consuelo C. Reyes	<u>789,532,503</u>	<u>312,115</u>	<u>43,501,606</u>
<u>George G. San Pedro*</u>	<u>788,949,027</u>	<u>917,745</u>	<u>43,479,452</u>
<u>Victor C. Macalincag**</u>	<u>833,084,279</u>	<u>259,825</u>	<u>2,120</u>
Rogelio M. Murga	<u>832,374,069</u>	<u>259,825</u>	<u>2,120</u>
<u>Luz Consuelo A. Consunji***</u>	<u>797,278,900</u>	<u>3,748,305</u>	<u>31,046,369</u>
<u>Honorio O. Reyes-Lao***</u>	<u>832,072,493</u>	<u>0</u>	<u>1,081</u>

**Mr. San Pedro passed away on July 7, 2016.*

***Mr. Macalincag passed away on March 30, 2017.*

****Ms. Luz Consuelo A. Consunji and Mr. Honorio O. Reyes-Lao were elected by the stockholders on May 2, 2017 as regular director and independent director and to fill the vacancy left by Mr. San Pedro and Macalincag, respectively.*

6) Orientation and Education Program

- (a) Disclose details of the company's orientation program for new directors, if any.

Board orientation coverage includes knowing the Company's unique aspects such as its history, operations, product, Board policies, etc. They are encouraged to visit the Company's mine sites and subsidiary operating plants to gain a closer understanding of business operations and ongoing corporate social responsibility (CSR) projects.

The Nomination and Election Committee exercises oversight of Board orientation by Senior Management and management team to familiarize a new Non-Executive Director with SMPC Group's strategic plans, financial and operating performance, significant milestones and corporate governance matters.

The Company's Board Development program ensures continuing education and professional development of Board Directors and key officers through their memberships in professional organizations, compliance and participation in corporate governance seminars and forums.

- (b) State any in-house training and external courses attended by Directors and Senior Management⁵ for the past three (3) years:

Trainings and Seminars	Date
<i>Corporate Governance, SGV</i>	<i>April 11, 2016 December 9, 2015 September 24, 2015</i>

⁵ Senior Management refers to the CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the company.

<i>Distinguished Corporate Governance Speaker Series, Institute of Corporate Directors (ICD)</i>	<i>October 7, 2016 June 9, 2016 April 8, 2015 January 26, 2015 November 20, 2014 August 19, 2014 April 29, 2014 February 5, 2014</i>
<i>Mandatory Continuing Legal Education, Chan Robles Law Office</i>	<i>Feb. 5-6, 12-13, 2016</i>
<i>Integrated Management System, Certification International Philippines</i>	<i>May 13, 20, 27, 2016</i>
<i>Safety Training for Executives and Managers, JCR ESH Consultancy Inc.</i>	<i>May 6, 2016</i>
<i>SGV Executive Briefing, SGV</i>	<i>May 31, 2016</i>
<i>Greenhouse Gases Inventory and Accounting Orientation, Maynilad</i>	<i>June 29, 2016</i>
<i>Philippines Power and Electricity Week, IBC Asia</i>	<i>July 20-21, 2016</i>
<i>Cyber Security Awareness Training , in-house</i>	<i>July 27, 2016</i>
<i>Cyber Attack, AIG Philippines Insurance Inc.</i>	<i>February 19, 2016</i>
<i>BPI Economic Briefing , BPI</i>	<i>March 10, 2016</i>
<i>2015 Platts Global Energy Outlook Forum, Platts McGraw Hill Financial</i>	<i>December 8, 2015</i>
<i>4th Coaltrans Emerging Asian Coal Markets Conference, Coaltrans, Euromoney Global Limited</i>	<i>November 10-11, 2015</i>
<i>Building an Employee Value Proposition, Towers Watson</i>	<i>September 22, 2015</i>
<i>FINEX CFO Forum, FINEX</i>	<i>Sept 17, 2015</i>
<i>Strategic Coal Pricing and Negotiations, IBC</i>	<i>August 13-14, 2015</i>
<i>Orientation Course for Corp Governance for FOCC, ICD</i>	<i>April 16, 2015</i>
<i>Corporate Governance, ROAM, Inc.</i>	<i>April 21, 2015</i>
<i>HR BEAT Conference, Towers Watson</i>	<i>February 27, 2015</i>
<i>7 Habits for Effective Managers, Center for Leadership and Change Inc.</i>	<i>January 23, 2015 August 6-7, Nov 17, 2014</i>
<i>13th Annual Working Session – Going for Gold ACGS, ICD</i>	<i>Nov 28, 2014</i>
<i>Towers Watson Executive Compensation Forum, ICD</i>	<i>Nov 26, 2014</i>
<i>3rd Annual Risk Management Summit, Society of Risk Management Professionals, Inc.</i>	<i>October 24, 2014</i>
<i>Exclusive Corporate Governance Seminar, ICD</i>	<i>June 9, 2014</i>
<i>Introduction to Wholesale Electricity Spot Market (WESM), Phil. Electricity Market Corp,</i>	<i>May 16, 2014</i>
<i>People Handling for Managers, Guthrie JensenConsultants, Inc.</i>	<i>July 4,5,11, 2014</i>

(c) Continuing education programs for directors: programs and seminars and roundtables attended during the year.

Name of Director/Officer	Date of Training	Program	Name of Training Institution
<i>Isidro A. Consunji/ Chairman & CEO</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Victor A. Consunji/Vice Chairman & President</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Jorge A. Consunji/ Director</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Cesar A. Buenaventura/ Director</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Herbert M. Consunji/</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>

<i>Director</i>			
<i>Maria Cristina C. Gotianun /Director & Exec. Vice President</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
	<i>May 13, 20, 27, 2016</i>	<i>Integrated Management System</i>	<i>Certification International Phils.</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
	<i>June 29, 2016</i>	<i>Greenhouse Gases Inventory and Accounting Orientation</i>	<i>Maynilad Water Services, Inc.</i>
<i>Ma. Edwina C. Laperal/ Director</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>George G. San Pedro*/ Director, VP Operations</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Victor C. Macalincag**/ Independent Director</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Rogelio M. Murga/ Independent Director</i>	<i>June 9, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>
<i>Josefa Consuelo C. Reyes/ Director</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Jaime B. Garcia/VP Procurement& Logistics</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
<i>Junalina S. Tabor/VP Chief Finance Officer</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
	<i>May 13, 20, 27, 2016</i>	<i>Integrated Management System</i>	<i>Certification International Phils.</i>
	<i>June 29, 2016</i>	<i>Greenhouse Gases Inventory and Accounting Orientation</i>	<i>Maynilad Water Services, Inc.</i>
	<i>July 20-21, 2016</i>	<i>Philippines Power and Electricity Week</i>	<i>IBC Asia</i>
	<i>May 31, 2016</i>	<i>SGV Executive Briefing</i>	<i>SGV</i>
<i>Antonio R. delos Santos/VP Treasury</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
<i>John R. Sadullo / Corporate Secretary VP Legal</i>	<i>June 9, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>
	<i>Feb. 5-6, 12-13, 2016</i>	<i>Mandatory Continuing Legal Education,</i>	<i>ChanRobles LawNet, Inc</i>
<i>Jose Anthony T. Villanueva /VP Marketing</i>	<i>June 9, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>
	<i>May 13, 20, 27, 2016</i>	<i>Integrated Management System</i>	<i>Certification International Phils.</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
	<i>July 21, 2016</i>	<i>Philippines Power and Electricity Week</i>	<i>IBC Asia</i>
<i>Nena D. Arenas/</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>

<i>VP, Chief Governance Officer</i>	<i>June 9, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>
	<i>October 7, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>
	<i>May 13, 20, 27, 2016</i>	<i>Integrated Management System</i>	<i>Certification International Phils.</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
	<i>June 29, 2016</i>	<i>Greenhouse Gases Inventory and Accounting Orientation</i>	<i>Maynilad Water Services, Inc.</i>
	<i>July 20-21, 2016</i>	<i>Philippines Power and Electricity Week,</i>	<i>IBC Asia</i>
	<i>February 19, 2016</i>	<i>Cyber Attack: How Vulnerable Are You?</i>	<i>AIG Philippines Insurance Inc.</i>
	<i>July 27, 2016</i>	<i>Cyber Security Awareness Training , in-house</i>	<i>IBC Asia</i>
<i>Sharade E. Padilla/ AVP Investor & Banking Relations</i>	<i>April 11, 2016</i>	<i>Corporate Governance</i>	<i>SGV</i>
	<i>March 10, 2016</i>	<i>BPI Economic Briefing</i>	<i>BPI</i>
	<i>May 6, 2016</i>	<i>Safety Training for Executives and Managers</i>	<i>JCR ESH Consultancy Inc.</i>
<i>Ruben P. Lozada / Resident Manager</i>	<i>October 7, 2016</i>	<i>Distinguished Corporate Governance Speaker Series</i>	<i>Institute of Corporate Directors</i>

**Mr. San Pedro passed away on July 7, 2016.*

***Mr. Macalincaq passed away on March 30, 2017.*

B. CODE OF BUSINESS CONDUCT & ETHICS

- 1) Discuss briefly the company's policies on the following business conduct or ethics affecting directors, senior management and employees:

Business Conduct & Ethics	Directors	Senior Management	Employees
(a) Conflict of Interest	A Director must never use or attempt to use his position in the Company to obtain any improper personal benefit, incl. loans or guarantees of obligations from any person or entity, for himself, for his immediate family members. Situations which could result in conflict of interest or the appearance of a conflict of interest should be avoided whenever possible. Any Director who is aware of a transaction/relationship that could	An Executive Officer must never use or attempt to use his position in the Company to obtain any improper personal benefit, incl. loans or guarantees of obligations from any person or entity, for himself, for his immediate family members. Situations which could result in conflict of interest or the appearance of a conflict of interest should be avoided whenever	All employees must avoid any conflict between their personal interests and those of the Company. Conflicts of interest arise when an employee's objectivity in reaching or influencing decisions for the Company is, or may be, affected by factors other than the Company's best interests. No employee may, directly or indirectly, use his decision-making authority or position to obtain a personal benefit from any

	<p>reasonably be expected to give rise to a conflict of interest should discuss the situation promptly with the Company's Chairman or President, and Audit Committee. Directors are required to disclose to the Board (and any applicable committee) any financial interest or personal interest in any contract or transaction that is being considered by the Board for approval. The interested Director should abstain from voting on the matter and, in most cases, should leave the meeting while the remaining directors discuss and vote on such matter. The same rule shall apply for approval of contract or transaction between the Company and another corporation with interlocking directors. Disclosed conflicts of interest will be documented in the minutes of the meeting.</p> <p>Directors will make business opportunities related to the Company's business, available to the Company before pursuing the opportunity for the Director's own or another's account.</p>	<p>possible. Any Exec. Officer who is aware of a transaction/relationship that could reasonably be expected to give rise to a conflict of interest should discuss the situation promptly with the Company's Chairman or President, and Audit Committee.</p>	<p>sale, purchase or other activity of the Company. Transactions or dealings involving the Company and a member of an employee's immediate family (e.g., spouse, child, sibling, parent or in-law) or an individual who has a close personal relationship with such employee must be brought to the attention of the employee's superiors to determine if the transaction poses a perceived, potential or actual conflict of interest.</p>
(b) Conduct of Business and Fair Dealings	<p>The Company does not seek competitive advantages through illegal or unethical business practices. Each Director should endeavor to deal fairly with the Company's customers, service providers, suppliers, competitors and employees. No Director should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of</p>	<p>The Company does not seek competitive advantages through illegal or unethical business practices. Each Executive Officer should endeavor to deal fairly with the Company's customers, service providers, suppliers, competitors and employees. No Exec. Officer should take unfair advantage of anyone through manipulation, concealment, abuse of</p>	<p>All employees are expected to hold themselves accountable to the highest professional standards and with mutual respect. The Company does not seek competitive advantages through illegal, unethical or unfair dealing practices. Improper communications with competitors or suppliers regarding bids for contracts must be reported to the senior</p>

	material facts, or any unfair dealing practices.	privileged information, misrepresentation of material facts, or any unfair dealing practices.	management, Chairman of the Board or the Audit Committee, as appropriate.
(c) Receipt of gifts from third parties	A Director and members of his immediate family may not offer, give, or receive gift(s) (whether cash, non-cash, or other) from persons or entities who deal with the Company in those cases where any such gift is being made or could reasonably appear to have been made in order to influence his actions as a Board member of the Company or where acceptance of the gift(s) could reasonably create or appear to create a conflict of interest.	An Exec. Officer and members of his immediate family may not offer, give, or receive gift(s) (whether cash, non-cash, or other) from persons or entities who deal with the Company in those cases where any such gift is being made or could reasonably appear to have been made in order to influence his actions as an officer of the Company or where acceptance of the gift(s) could reasonably create or appear to create a conflict of interest.	The Company's no-Gift policy explicitly prohibits employees from offering, giving, or receiving gift(s) (whether cash, non-cash, entertainment or other) and from any interest in or benefit from any supplier that could reasonably be interpreted as inducing favoritism towards a particular supplier over others.
(d) Compliance with Laws & Regulations	It is the personal responsibility of each Director to adhere to the standards and restrictions imposed by laws, rules and regulations.	It is the personal responsibility of each Executive Officer to adhere to the standards and restrictions imposed by laws, rules and regulations.	Employees must comply with all relevant laws and regulations and must promptly report to management any condition that may pose a health, safety or environmental hazard.
(e) Respect for Trade Secrets/Use of Non-public Information	In carrying out the Company's business, Directors learn confidential/proprietary information about the Company, its customers, suppliers, or other third parties. Directors must maintain confidentiality of all information so entrusted to them, except when disclosure is authorized by the Audit Committee or required by laws or regulations.	In carrying out the Company's business, Exec. Officers learn confidential/proprietary information about the Company, its customers, suppliers, or other third parties. Exec. Officers must maintain confidentiality of all information so entrusted to them, except when disclosure is authorized by the Audit Committee or required by laws or regulations.	An employee must maintain the confidentiality of the Company's business information both during and after his employment with the Company. This includes, but not limited to, classified information on human resources, payroll and benefits, customer data, business strategies and plans, trade secrets and other proprietary information. Such information must be kept strictly confidential and should not be discussed with any person outside of the Company.
(f) Use of Company Funds,	All Directors should protect the Company's assets and help ensure their efficient	All Executive Officers should protect the Company's assets and	Any employee found to be engaging in, or attempting, theft, fraud or

Assets and Information	use. A Director must not use or seek to use the Company's time, employees, supplies, equipment, tools, buildings, or other assets except for legitimate business purposes of the Company or as part of an adopted or approved program or policy of the Company available to his position.	help ensure their efficient use. An Executive Officer must not use or seek to use the Company's time, employees, supplies, equipment, tools, buildings or other assets except for legitimate business purposes of the Company or as part of an adopted or approved program or policy of the Company available to his position.	misuse of any property of the Company will be subject to strict disciplinary action, including dismissal when proper. An employee must maintain the confidentiality of the Company's business information both during and after his employment with the Company.
(g) Employment & Labor Laws & Policies	The Company's policy is to comply with all applicable Philippine laws, rules and regulations and to maintain the highest standards of business ethics. It is the personal responsibility of each Director to adhere to the standards and restrictions imposed by those laws, rules, and regulations.	The Company's policy is to comply with all applicable Philippine laws, rules and regulations and to maintain the highest standards of business ethics. It is the personal responsibility of each Executive Officer to adhere to the standards and restrictions imposed by those laws, rules, and regulations.	The Company's policy is to comply with all applicable Philippine laws, rules and regulations and to maintain the highest standards of business ethics.
(h) Disciplinary action	The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention.	The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention.	Any employee who compromises or violates the Code of Conduct may be subject to disciplinary action, up to and including termination. In all cases, the Company shall at all times observe due process and procedures in the implementation of the provisions of the Code.
(i) Whistle Blower	Any Director who becomes aware of any existing or potential violation of this Code shall promptly notify the Company's Audit Committee and/or Legal Counsel. The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention. The Company will not tolerate retaliation for	Any Executive Officer who becomes aware of any existing or potential violation of this Code shall promptly notify the Company's Audit Committee and/or Legal Counsel. The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention. The Company will not tolerate	The Company encourages any employee who suspects wrongdoing at work to raise their concern. It is committed to an open working environment in which employees are able to voice their concerns. Employees can speak directly to their superior, manager, Human Resources Management or Legal Department. In some cases, employees may feel they want to

	reports of violations of this Code made in good faith.	retaliation for reports of violations of this Code made in good faith.	remain anonymous; thus, employees can report confidentially through the hotline reporting mechanism. All genuine concerns raised will be investigated properly and the identity of the person raising the concern will be kept confidential. Any form of reprisal or victimization against anyone who has raised a concern in good faith will not be tolerated and will itself be treated as a serious disciplinary matter.
(j) Conflict Resolution	The Alternative Dispute Resolution (ADR) Policy adopts a four-step process for the resolution of most disputes, depending on the nature or circumstances of the dispute. This involves prevention through conflict avoidance or contract clauses; negotiation; 3rd party assistance through mediation, conciliation or expert determination; and 3 rd party decision through arbitration.	The Alternative Dispute Resolution (ADR) Policy adopts a four-step process for the resolution of most disputes, depending on the nature or circumstances of the dispute. This involves prevention through conflict avoidance or contract clauses; negotiation; 3rd party assistance through mediation, conciliation or expert determination; and 3 rd party decision through arbitration.	The Alternative Dispute Resolution (ADR) Policy adopts a four-step process for the resolution of most disputes, depending on the nature or circumstances of the dispute. This involves prevention through conflict avoidance or contract clauses; negotiation; 3rd party assistance through mediation, conciliation or expert determination; and 3 rd party decision through arbitration.

2) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?
Yes. The Code of Conduct and Business Ethics is also available in the Company's intranet and website.

3) Discuss how the company implements and monitors compliance with the code of ethics or conduct.
The Audit Committee administers the Code of Conduct for Directors and Executive Officers, while the Human Resources Management has the primary responsibility for implementing and administering compliance to the Code of Conduct and Business Ethics. The Company shall at all times observe due process and procedures in the implementation of the provisions of the Codes. Directors, Officers and Employees are required to annually certify compliance to the Codes and submit an Annual Disclosure Statement of any financial, business or personal interests or dealings with the Company or its subsidiaries. Principal contractors and consultants are likewise expected to adhere to the provisions of the Codes in the course of performance of their services to the Company.

To enhance compliance with the Conflict of Interest policy, the Company also requires early submission by a Director, Officer and employee of a "single transaction" disclosure statement, and due before potential conflict of interest arises, of his direct or indirect financial interest in a specific contract or purchase proposed to be entered into by the Company, subsidiaries or its affiliates with or from a particular contractor or supplier. Failure to make proper disclosure as required may result in disciplinary action.

4) Related Party Transactions

(a) Policies and Procedures

Describe the company’s policies and procedures for the review, approval or ratification, monitoring and recording of related party transactions between and among the company and its parent, joint ventures, subsidiaries, associates, affiliates, substantial stockholders, officers and directors, including their spouses, children and dependent siblings and parents and of interlocking director relationships of members of the Board.

The Company’s Related Party Transaction Policy provides that related party transactions (RPTs) be arms-length and at terms generally available to an unaffiliated third party under the same or similar circumstances. There must be a compelling business reason to enter into such a RPT, taking into account such factors as expertise of related party, cost efficiency, among others. The Board-approved Policy sets out the guidelines, categories and thresholds requiring review, disclosure and prior approval by the Board of Directors or Shareholders of such transactions. It also defines RPTs deemed to be pre-approved by the Board in accordance with the Company’s Board-approved Table of Authorities. It provides guidelines on the identification, review and approval of RPTs. The Company’s Independent Directors are required to review material/significant RPTs that meet the threshold levels stipulated by regulatory rules and requirements on RPTs in order to determine whether RPTs are in the best interests of the Company and Shareholders.

The Audit Committee also assists the Board in its review of RPTs. All RPTs are disclosed in the related Notes to Financial Statements of the Company’s audited accounts and in required SEC filings. The Committee’s quarterly and annual reviews of the financial statements include related party transactions and accounts to ensure that RPTs are fair to the Company, conducted at arms’ length terms and considered such factors as materiality, commercial reasonableness of the terms and extent of conflict of interest, actual or apparent, of the related party, as defined by the policy, participating in the transaction.

Related Party Transactions	Policies and Procedures
(1) Parent Company	Subject to abovementioned Company’s RPT Policy.
(2) Joint Ventures	-same-
(3) Subsidiaries	-same-
(4) Entities Under Common Control	-same-
(5) Substantial Stockholders	-same-
(6) Officers including spouse/children/siblings/parents	Subject to abovementioned Company’s RPT and Conflict of Interest policies. An officer shall promptly notify the Audit Committee of any interest he or his immediate family member had, has or may have in a RPT. He shall disclose all material information concerning the RPT.
(7) Directors including spouse/children/siblings/parents	Subject to abovementioned Company’s RPT and Conflict of Interest policies. A Director shall promptly notify the Audit Committee of any interest he or his immediate family member had, has or may have in a RPT. He shall disclose all material information concerning the RPT.
(8) Interlocking director relationship of Board of Directors	Subject to abovementioned Company’s RPT and Conflict of Interest policies. Disclosure in required SEC filings.

(b) Conflict of Interest

(i) Directors/Officers and 5% or more Shareholders

Identify any actual or probable conflict of interest to which directors/officers/5% or more shareholders may be involved.

	Details of Conflict of Interest (Actual or Probable)
Isidro A. Consunji Victor A. Consunji Jorge A. Consunji Maria Cristina C. Gotianun Ma. Edwina C. Laperal Herbert M. Consunji Josefa Consuelo C. Reyes <u>Luz Consuelo A. Consunji (appointed May 2, 2017)</u>	Interlocking directorships, concurrent officerships, Shareholders and owners of DMCI Holdings, Inc, Dacon Corporation & group of companies.

(ii) Mechanism

Describe the mechanism laid down to detect, determine and resolve any possible conflict of interest between the company and/or its group and their directors, officers and significant shareholders.

	Directors/Officers/Significant Shareholders
Company	Regular reporting and disclosure to Audit Committee and the Board, Related Party Transaction Policy, Code of Conduct provisions on Conflict of Interest, Insider Trading Policy, Disclosure Statement, Business Interest Disclosure reporting, and regular reconciliation of related party accounts.
Group	Regular reporting and disclosure to Audit Committee and the Board, Related Party Transaction Policy, Code of Conduct provisions on Conflict of Interest, Insider Trading Policy, Disclosure Statement, Business Interest Disclosure reporting, and regular reconciliation of related party accounts.

5) Family, Commercial and Contractual Relations

- (a) Indicate, if applicable, any relation of a family,⁶ commercial, contractual or business nature that exists between the holders of significant equity (5% or more), to the extent that they are known to the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description of the Relationship
DMCI Holdings Inc.	Parent company	Majority shareholder holding, as of <u>March 31, 2017</u> , 56.51% of the I/O shares of the Company.
DACON Corporation	Grandfather company	Substantial shareholder of DMCI Holdings Inc. holding, as of <u>March 31, 2017</u> , <u>51.51%</u> of DMCI-HI's I/O shares.

- (b) Indicate, if applicable, any relation of a commercial, contractual or business nature that exists between the holders of significant equity (5% or more) and the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description
DACON Corporation	Grandfather company	Provided maintenance of the Company's accounting system.

⁶ Family relationship up to the fourth civil degree either by consanguinity or affinity.

- (c) Indicate any shareholder agreements that may impact on the control, ownership and strategic direction of the company:

Name of Shareholders	% of Capital Stock affected (Parties)	Brief Description of the Transaction
	<i>Not Applicable</i>	

6) Alternative Dispute Resolution

Describe the alternative dispute resolution system adopted by the company for the last three (3) years in amicably settling conflicts or differences between the corporation and its stockholders, and the corporation and third parties, including regulatory authorities.

	Alternative Dispute Resolution System
Corporation & Stockholders	For the past three (3) years the Corporation has not recorded any issues that may be the subject of any alternative dispute resolution system. Disputes with stockholders must necessarily be resolved in accordance with their rights under the laws and the by-laws.
Corporation & Third Parties	The Legal Department protects the Company from unnecessary litigation to the best of its ability. It reviewed information and cases for possible use of ADR processes at the earliest stage of a conflict as possible and to find appropriate neutrals for the resolution of conflict. ADR steps involved negotiation, conciliation, arbitration and amicable settlement as appropriate. Meetings allowed affected parties to explain details, express points of view, confine issues and resolve differences in an atmosphere conducive to conciliation or negotiation. Early consultation with stakeholders helped avoid parties becoming locked into inflexible positions of conflict and prevent their developing into full-scale disputes.
Corporation & Regulatory Authorities	The Company has not adopted any alternative dispute resolution system with regulatory agencies. Essentially regulatory matters are subject to strict adherence and compliance by corporations as they are governed by laws and rules and regulations.

C. BOARD MEETINGS & ATTENDANCE

- 1) Are Board of Directors' meetings scheduled before or at the beginning of the year?
Yes, the Corporate Secretary advises in January, at the start of the calendar year, the schedule of regular Board meetings and Board Committee meetings in line with the Company's regulatory reporting dates.
- 2) Attendance of Directors

Board	Name	Date of Election	No. of Meetings Held during the year	No. of Meetings Attended	%
Chairman	Isidro A. Consunji	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>
Member	Victor A. Consunji	<u>May 2, 2016</u>	<u>15</u>	<u>14</u>	<u>93</u>
Member	Jorge A. Consunji	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>

Member	Cesar A. Buenaventura	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>
Member	Herbert M. Consunji	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>
Member	George G. San Pedro*	<u>May 2, 2016</u>	<u>8*</u>	<u>8*</u>	<u>100</u>
Member	Maria Cristina C. Gotianun	<u>May 2, 2016</u>	<u>15</u>	<u>14</u>	<u>93</u>
Member	Ma. Edwina C. Laperal	<u>May 2, 2016</u>	<u>15</u>	<u>14</u>	<u>93</u>
Member	Josefa Consuelo C. Reyes	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>
Independent	<u>Victor C. Macalincag**</u>	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>
Independent	Rogelio M. Murga	<u>May 2, 2016</u>	<u>15</u>	<u>15</u>	<u>100</u>

*Mr. San Pedro was only able to attend 8 meetings of the board prior to his passing on July 7, 2016.

**Mr. Macalincag passed away on March 30, 2017.

- 3) Do non-executive directors have a separate meeting during the year without the presence of any executive? If yes, how many times?

No, the Company's Revised Code of Corporate Governance does not require conducting separate meetings without the presence of any executive. However, Independent Directors as members of the Audit Committee have such private meeting sessions with Internal Audit.

- 4) Is there minimum quorum requirement for Board decisions set at two-thirds of board members? Please explain.

In May 5, 2014 ASM, the shareholders approved the amendment of the By-Laws the increase to quorum for the Board to transact business from majority to 2/3 of the full Board.

- 5) Access to Information

- (a) How many days in advance are board papers⁷ for board of directors meetings provided to the board?
Five (5) business days

- (b) Do board members have independent access to Management and the Corporate Secretary?
Yes.

- (c) State the policy of the role of the company secretary. Does such role include assisting the Chairman in preparing the board agenda, facilitating training of directors, keeping directors updated regarding any relevant statutory and regulatory changes, etc.?

The Corporate Secretary assists the Chairman in setting the Board agenda and informs the Directors of the agenda prior to Board meetings to ensure that they have accurate information and adequate materials to enable them to arrive at informed decisions on matters requiring their approvals. The Corporate Secretary ensures that all Board procedures, rules and regulations are strictly followed by the Directors. He is responsible for the safekeeping and preservation of the integrity of the minutes of Board meetings. He keeps the Directors updated regarding statutory and regulatory changes.

- (d) Is the company secretary trained in legal, accountancy or company secretarial practices? Please explain should the answer be in the negative.

Yes.

- (e) Committee Procedures

Disclose whether there is a procedure that Directors can avail of to enable them to get information necessary to be able to prepare in advance for the meetings of different committees:

Yes

No

⁷ Board papers consist of complete and adequate information about the matters to be taken in the board meeting. Information includes the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.

Committee	Details of the procedures
Executive	Not Applicable
Audit	The Audit Committee Charter provides that written agenda and relevant meeting materials shall be provided at least three (3) days before each meeting to the Committee Members to have adequate time for preparation and reading. Moreover, Committee Members have unrestricted access to all information and all employees directed to cooperate as requested by the Committee Members.
<u>Corporate Governance (Effective May 2017, the Nomination and Election Committee has been renamed and restructured as Corporate Governance Committee.)</u>	<i>The Corporate Governance Committee Charter provides that upon notice of each meeting of the Committee, confirming the venue, time and date and enclosing an agenda of items to be discussed, shall other than under exceptional circumstances, be forwarded to each member of the Committee at least seven (7) calendar days prior to the date of the meeting.</i>
Remuneration	<i>The Compensation and Remuneration Committee Charter provides that a written agenda shall be provided at least five (5) days before each meeting to the Committee Members. Meeting materials are provided to the Members prior such meeting date.</i>
Risk	<i>The Risk Committee Charter provides that written agenda and relevant meeting materials shall be provided at least three (3) days before each meeting to the Committee Members to have adequate time for preparation and reading. Moreover, Committee Members have unrestricted access to all information and all employees directed to cooperate as requested by the Committee Members.</i>
Others (specify)	Not applicable

6) External Advice

Indicate whether or not a procedure exists whereby directors can receive external advice and, if so, provide details:

Procedures	Details
<i>Board Committee Charters provide Committee Members may request outside counsel or the external auditor of the Company to attend a Committee meeting or to meet with any Committee Member or consultant to said Committees.</i>	Management coordinates such meetings with external parties or their attendance in Board or Committee meetings upon request of the Directors. In some instances, a Director himself initiates such meeting or request.
<i>Board Committee Charters authorize Committees to retain, at the Company's expense, persons having special competencies (including, without limitation, legal, accounting or other consultants and experts) to assist or advise the them in fulfilling their responsibilities.</i>	Consultancy services are paid for by the Company.

7) Change/s in existing policies

Indicate, if applicable, any change/s introduced by the Board of Directors (during its most recent term) on existing policies that may have an effect on the business of the company and the reason/s for the change:

Existing Policies	Changes	Reason
<p><u>Audit Committee Charter, amended May, 2017</u></p>	<p>Amended or explicit provisions include the following :</p> <p>A. Membership - a minimum of three (3) appropriately qualified “non-executive” Directors.</p> <p>B. Committee Authority – Inclusion of provision “ The Committee shall provide an open avenue of communication among the internal auditors, external auditors, and the Board. This includes direct communication and interaction of the Committee with the Chief Audit Executive, internal auditors and external auditors, as well as separate or private sessions as appropriate and necessary.”</p> <p>C. Internal Audit Oversight – Inclusion of provisions: 5.3.1 Approve the remuneration of the CAE.” 5.3.6 Ensure that internal auditors are given unrestricted access to all records, properties and personnel to enable them to perform their audit function.”</p> <p>D. External Audit Oversight – additional provisions : 5.4.3. ... and ensure that external auditors are given unrestricted access to all records, properties and personnel to enable them to perform their audit function.” 5.4.4 Review, evaluate and ensure disclosure on nature of non-audit or taxation services, if any, performed by the external auditor, and assess any potential conflict of interest situations, given</p>	<p>To align provisions with the <u>SEC Code of Corporate Governance for Publicly Listed Companies.</u></p>

	<p><u>the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor's objectivity."</u></p> <p><u>5.4.6 Review and monitor the external auditor's independence and objectivity and the effectiveness of the external audit process, taking into consideration relevant Philippine professional and regulatory requirements or issuances, and nationally and internationally recognized best practices.</u></p> <p><u>5.4.7 Review and monitor the external auditor's suitability and effectiveness on an annual basis.</u></p> <p><u>5.4.8 Establish effective communication with the external auditor and require them to report all relevant matters that help the Audit Committee to efficiently carry out its oversight responsibilities.</u></p> <p><u>D. Committee Performance – additional provision of "The results of the self-assessment shall be validated by the Company's Compliance Officer or Corporate Governance Committee, as may be applicable."</u></p>	
<p><u>Internal Audit Charter, amended February 23, 2017</u></p>	<p><u>Updated portions of embedded IIA Standards to align with 2017 version and updated provisions related to scope of responsibilities as part of quality improvement:</u></p> <ul style="list-style-type: none"> • <u>Included Audit Committee's responsibility to approve the remuneration of the Chief Audit Executive</u> • <u>Included provision that IA obtains competent assistance from external service providers for</u> 	<p><u>To align with revised IIA Standards (2017 version) and leading IA practices as part of its quality improvement program.</u></p>

	<p><u>areas lacking competencies, skills</u></p> <ul style="list-style-type: none"> • <u>Included a more comprehensive definition of IA's assurance and consulting services</u> • <u>Updated IA' responsibilities in relation to fraud</u> <p><u>Included "senior management" in the communication of IA Plan and related changes; and in reporting of IA's key activities and performance</u></p>	
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E. REMUNERATION MATTERS

1) Remuneration Process

Disclose the process used for determining the remuneration of the CEO and the four (4) most highly compensated management officers:

Process	CEO	Top 4 Highest Paid Management Officers
(1) Fixed remuneration	Set at levels having regard to industry and market standards for similar work responsibilities and positions.	Set at levels having regard to industry and market standards for similar work responsibilities and positions.
(2) Variable remuneration	Set at levels having regard to industry and market standards for similar work responsibilities and positions.	Set at levels having regard to industry and market standards for similar work responsibilities and positions.
(3) Per diem	Director per diem is subject to shareholder's approval.	Director per diem is subject to shareholder' approval.
(4) Bonus	Determined upon achievement of performance-based metrics and subject to Board approval upon the recommendation of the Compensation and Remuneration Committee.	Determined upon achievement of performance-based metrics
(5) Stock Options and other financial instruments	Not Applicable	Not Applicable.
(6) Others (specify)	-	-

2) Remuneration Policy and Structure for Executive and Non-Executive Directors

Disclose the company's policy on remuneration and the structure of its compensation package. Explain how the compensation of Executive and Non-Executive Directors is calculated.

	Remuneration Policy	Structure of Compensation Packages	How Compensation is Calculated
Executive Directors	Director retainer & Committee meeting per diem are subj.to shareholders approval. Short-term performance-related bonus when appropriate for Directors is subj. to Board approval, aggregate amount of which shall not exceed 2% of Company's profit before tax of prior year as set by Amended By-Laws.	Director remuneration consists of an annual retainer fee, Committee meeting per diem for every Committee meeting held and short-term cash incentive as appropriate.	<ul style="list-style-type: none"> a. Annual retainer of P 240,000; b. Board Committee meeting per diem of P20,000 per Committee meeting; c. Corporate performance-related bonus, when appropriate and upon Board approval.
Independent Directors and Non-Executive Directors	Director retainer & Committee meeting per diem are subj.to shareholders approval.	Director remuneration consists of retainer fee and Committee meeting per diem for every Committee meeting.	<ul style="list-style-type: none"> a. Retainer fee of P 150,000 per month, or P 1,800,000 p.a. effective June 1, 2015 as approved in May 4, 2015 ASM; b. Board Committee meeting per diem of P20,000 per Committee meeting.

Do stockholders have the opportunity to approve the decision on total remuneration (fees, allowances, benefits-in-kind and other emoluments) of board of directors? Provide details for the last three (3) years.

Remuneration Scheme	Date of Stockholders' Approval
Independent Director and Non-Executive Director Fees	May 4, 2015

3) Aggregate Remuneration

Complete the following table on the aggregate remuneration accrued during the most recent year:

Remuneration Item	Executive Directors	Non-Executive Directors- (other than independent directors)	Independent Directors
(a) Fixed Remuneration	P 11,155,417	-	-
(b) Variable Remuneration	-	-	-
(c) Per diem Allowance/Committee	1,280,000	9,020,000	4,140,000
(d) Bonuses	<u>75,835,294</u>	-	-

(e) Stock Options and/or other financial instruments	Not Applicable	Not Applicable	Not Applicable
(f) Others (Leave Credits)	1,518,902	-	-
Total	<u>P 89,789,613</u>	9,020,000	4,140,000

Other Benefits	Executive Directors	Non-Executive Director (other than independent directors)	Independent Directors
1) Advances	-	-	-
2) Credit granted	-	-	-
3) Pension Plan/s Contributions	-	-	-
4) Pension Plans, Obligations incurred	-	-	-
5) Life Insurance Premium	10,200	-	-
6) Hospitalization Plan (Premium)	14,013	-	-
7) Car Plan	-	-	-
8) Others (Specify)	-	-	-
Total	P 24,213	-	-

9) Stock Rights, Options and Warrants

(a) Board of Directors

Complete the following table, on the members of the company's Board of Directors who own or are entitled to stock rights, options or warrants over the company's shares:

Director's Name	Number of Direct Option/Rights/Warrants	Number of Indirect Option/Rights/Warrants	Number of Equivalent Shares	Total % from Capital Stock
	NOT	APPLICABLE		

(b) Amendments of Incentive Programs

Indicate any amendments and discontinuation of any incentive programs introduced, including the criteria used in the creation of the program. Disclose whether these are subject to approval during the Annual Stockholders' Meeting:

Incentive Program	Amendments	Date of Stockholders' Approval
	NOT	APPLICABLE

10) Remuneration of Management

Identify the five (5) members of management who are not at the same time executive directors and indicate the total remuneration received during the financial year:

Name of Officer/Position	Total Remuneration
Jaime B. Garcia-VP Procurement and Logistics	<u>P43,102,278.13</u>
Junalina S. Tabor-Chief Finance Officer	
Jose Anthony T. Villanueva- VP Marketing	
John R. Sadullo – Corporate Secretary & VP Legal	
Antonio R. delos Santos- VP Treasury	

11) BOARD COMMITTEES

1) Number of Members, Functions and Responsibilities

Provide details on the number of members of each committee, its functions, key responsibilities and the power/authority delegated to it by the Board:

Committee	No. of Members			Committee Charter	Functions	Key Responsibilities	Power
	Executive Director (ED)	Non-executive Director (NED)	Independent Director (ID)				
Audit	-	1 As of May 2017	2	√	Assists the Board in fulfilling oversight of: a. financial reporting & integrity of financial statements & disclosures; b. external audit function; c. internal audit function; d. internal control environment; and e. compliance with reporting, legal and regulatory requirements.	Audit Committee Charter, Duties and Responsibilities, item 5, pp. 3-8	Audit Committee Charter, Committee Authority, p.2
<u>Corporate Governance (eff. May 2017, previously Nomination</u>	1				Assists the Board in the performance of its corporate governance responsibilities	Corporate Governance Committee Charter, Duties, pp.1-2	Committee may obtain such outside or other independent professional advice as it considers

<p><u>and Election)</u></p>		-	2	v	<p>a. Review, recommend and promulgate guidelines involving the nomination process and criteria for the Board of Directors as stated in the Amended By-Laws, Revised Code of Corporate Governance and pertinent SEC rules.</p> <p>b. Assist the Board in its oversight duties relating to Succession Planning, Board performance, Board development.</p>		<p>necessary to carry out Committee duties; and Access to professional advice both inside and outside of the Company in order for it to perform its duties. Committee has the authority to use professional search firms or other external sources when searching for candidates to the board of directors.</p>
<p>Remuneration</p>	1	-	2	v	<p>Assists the Board in fulfilling its responsibilities relating to compensation & remuneration plans, policies and programs of the Company's Directors, officers and key employees.</p>	<p>Compensation & Remuneration Committee Charter, Duties and Responsibilities, pp. 3-5</p>	<p>Committee is delegated the authority to adopt such additional procedures and standards as it deems necessary from time to time to fulfill its responsibilities; Form and delegate authority to subcommittees when appropriate; and Authority to retain, at the Company's expense, and terminate persons having special competencies (incl. without limitation, legal, accounting or other</p>

							consultants and experts) to assist or advise the Committee in fulfilling its responsibilities.
Risk	3	1	1	v	<p>Assists the Board in fulfilling its oversight of risk management function. The primary purpose of the Risk Committee is to oversee and approve the Company's Enterprise-wide risk management framework through the following:</p> <p>a.Overseeing that Mgt has identified and assessed all the risks that the organization faces and has established a risk mgt structure capable of addressing those significant risks affecting the achievement of the Company's objectives; &</p> <p>b.Overseeing in conjunction with other Board-level Committees or the full Board,</p>	Risk Committee Charter, Duties and Responsibilities, pp. 3-4	<p>Risk Committee has the authority to meet with and seek any information, advice and assistance it requires from employees, officers, directors, or external parties to perform its duties and responsibilities. The Risk Committee shall also have the authority to conduct investigations into any matters within its scope of responsibility, as necessary.</p> <p>It has the authority to retain, at the Company's expense, persons having special competencies to assist or advise the Committee</p>

					that risk-related responsibilities of each Board Committee are clearly addressed.		in fulfilling its responsibilities. In addition, the Risk Committee may meet with other Board Committees to avoid overlap as well as potential gaps in overseeing the organization's significant risks.
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2) Committee Members

(a) Executive Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman						
Member (ED)						
Member (NED)		Not	Applicable			
Member (ID)						
Member						

(b) Audit Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	<u>Victor C. Macalincag*</u>	<u>May 2, 2016</u>	<u>7</u>	<u>7</u>	<u>100</u>	<u>11.67 yrs</u>
Member (ED)	Victor A. Consunji (up to <u>May 1, 2017</u>)	<u>May 2, 2016</u>	<u>7</u>	<u>7</u>	<u>100</u>	<u>11.67 yrs</u>
Member (ID)	Rogelio M. Murga	<u>May 2, 2016</u>	<u>7</u>	<u>7</u>	<u>100</u>	<u>2.17 yrs</u>
Chairman (ID)	<u>Honorio O. Reyes-Lao**</u>	<u>May 2, 2017</u>	-	-	-	-
Member (NED)	Herbert M. Consunji	<u>May 2, 2017</u>	-	-	-	-

**Mr. Macalincag passed away on March 30, 2017.*

***Committee Chairmanship and Membership effective May 2, 2017.*

Disclose the profile or qualifications of the Audit Committee members.

The Audit Committee is chaired by an Independent Director who is a Certified Public Accountant. Its Members possess the requisite levels of financial and accounting competencies, experience and other qualification requirements set by the SEC, as well as having an adequate understanding of the Company's coal mining and energy industries. Both Independent Directors have prior extensive working experiences and held key positions in accounting, finance and treasury functions of government and government-owned & controlled corporations.

Describe the Audit Committee's responsibility relative to the external auditor.

External Audit Oversight duties include but not limited to the ff:

- **Assess and recommend the professional qualifications, independence, appointment, reappointment or replacement and remuneration of the external auditor to the Board.**
- **Pre-approve all audit and non-audit work engagements, scope, fees and terms with the external auditor.**
- **Confirm with the external auditor that audit scope has not been unreasonably restricted by Management.**
- **Review non-audit services and taxation advice by the external auditor, if any.**
- **At the conclusion of the annual audit, discuss with Management and the external auditor, significant financial reporting issues and judgments made in connection with the preparation of the Company's financial statements, including any significant changes in the Company's selection or application of accounting principles, any major issues as to the adequacy of the Company's internal controls, the development, selection and disclosure of critical accounting estimates, and analyses of the effect of alternative assumptions, estimates or GAAP methods on the Company's financial statements.**
- **Annually, discuss the overall performance and conduct of audit of the external auditor to be in accordance with Philippine Standards on Auditing, taking into account the opinions of Management and Internal Audit.**
- **Review and approve Management representation letter before submission to the external auditor to ensure all representations are in line with the understanding of the Audit Committee.**

(c) Nomination Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Rogelio M. Murga	<u>May 2, 2016</u>	<u>3</u>	<u>3</u>	<u>100</u>	<u>2.17 yrs</u>
Member (ED)	Isidro A. Consunji	<u>May 2, 2016</u>	<u>3</u>	<u>3</u>	<u>100</u>	<u>11.67 yrs</u>
Member (ID)	<u>Victor C. Macalincag*</u>	<u>May 2, 2016</u>	<u>3</u>	<u>3</u>	<u>100</u>	<u>11.67 yrs</u>

**Mr. Macalincag passed away on March 30, 2017.*

Corporate Governance Committee (formerly Nomination Committee)

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Rogelio M. Murga	<u>May 2, 2017</u>	-	-	-	-
Member (ED)	Isidro A. Consunji	<u>May 2, 2017</u>	-	-	-	-
Member (ID)	<u>Honorio O. Reyes-Lao</u>	<u>May 2, 2017</u>	-	-	-	-

**Committee Membership effective May 2, 2017.*

(d) Remuneration Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	<u>Victor C. Macalincag*</u>	<u>May 2, 2016</u>	<u>2</u>	<u>2</u>	<u>100</u>	<u>11.67 yrs</u>
Member (ED)	<u>Maria Cristina C. Gotianun</u>	<u>May 2, 2016</u>	<u>2</u>	<u>2</u>	<u>100</u>	<u>10.67 yrs</u>
Member (ID)	<u>Rogelio M. Murga</u>	<u>May 2, 2016</u>	<u>2</u>	<u>2</u>	<u>100</u>	<u>2.17 yrs</u>
Chairman (ID)	<u>Honorio O. Reyes-Lao**</u>	<u>May 2, 2017</u>	-	-	-	-

**Mr. Macalincag passed away on March 30, 2017.*

***Committee Chairmanship and Membership effective May 2, 2017.*

(e) Others (Specify) Risk Committee

Provide the same information on all other committees constituted by the Board of Directors:

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman(ID)	<u>Rogelio M. Murga</u>	<u>May 2, 2016</u>	<u>3</u>	<u>3</u>	<u>100</u>	<u>0.67 yrs</u>
Member (ED)	<u>Isidro A. Consunji</u>	<u>May 2, 2016</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>1.83 yrs</u>
Member (ED)	<u>Victor A. Consunji</u>	<u>May 2, 2016</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>1.83 yrs</u>
Member (ID)	<u>Victor C. Macalincag*</u>	<u>May 2, 2016</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>1.83 yrs</u>
Member (ED)	<u>Maria Cristina C. Gotianun</u>	<u>May 2, 2016</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>1.83 yrs</u>
Member (ID)	<u>Honorio O. Reyes-Lao**</u>	<u>May 2, 2017</u>	-	-	-	-

**Mr. Macalincag passed away on March 30, 2017.*

***Committee Membership effective May 2, 2017.*

3) Changes in Committee Members

Indicate any changes in committee membership that occurred during the year and the reason for the changes:

Name of Committee	Name	Reason
Executive	Not Applicable	Not Applicable
Audit	<u>Victor C. Macalincag</u>	<u>Cessation due to death</u>
	<u>Honorio O. Reyes-Lao</u>	<u>Appointment of Independent Director as Committee Chairman in May 2017</u>
	<u>Victor A. Consunji</u>	<u>Non-appointment in May 2017 aligned and in compliance with SEC Code of Corp Governance for PLCs</u>
	<u>Herbert M. Consunji</u>	<u>Appointment as Committee Member in May 2017</u>
Nomination	<u>Victor C. Macalincag</u>	<u>Cessation due to death</u>
Corporate Governance (eff. May 2017,	<u>Honorio O. Reyes-Lao</u>	<u>Appointment of Independent Director as Committee Member in May 2017</u>

<u>formerly Nomination)</u>	<u>Isidro A. Consunji</u>	<u>Appointment as Committee Member in May 2017</u>
	<u>Rogelio M. Murga</u>	<u>Appointment of Independent Director as Committee Member in May 2017</u>
<u>Remuneration</u>	<u>Victor C. Macalincag</u>	<u>Cessation due to death</u>
	<u>Honorio O. Reyes-Lao</u>	<u>Appointment of Independent Director as Committee Member in May 2017</u>
<u>Risk</u>	<u>Victor C. Macalincag</u>	<u>Cessation due to death</u>
	<u>Honorio O. Reyes-Lao</u>	<u>Appointment of Independent Director as Committee Member in May 2017</u>

4) Work Done and Issues Addressed

Describe the work done by each committee and the significant issues addressed during the year.

Name of Committee	Work Done	Issues Addressed
Executive	Not Applicable	Not Applicable
Audit	<p>Assisted the Board in fulfilling effective oversight of the following functions:</p> <p>Financial reporting process and the financial statements <i>Reviewed, approved and endorsed for Board approval the quarterly unaudited and annual audited consolidated financial statements. It ensured that financial statements are in accordance with the required accounting and reporting standards. It also reviewed the adequacy of financial reporting disclosures, including significant related party transactions to provide a transparent and fair view that meet shareholder needs.</i></p> <p>External audit <i>Discussed and approved the external audit work engagement, scope, fees and terms. It reviewed and discussed with SGV & Co. and Management significant financial reporting issues, audit observations, adjusting entries and overall quality of the financial reporting process as well as regulatory updates in financial and tax reporting. It recommended to the Board the reappointment of SGV & Co. as external auditor in <u>2016 and 2017.</u></i></p> <p>Internal audit</p>	

	<p><i>Reviewed and approved Internal Audit's annual plan based on a risk-based approach and ensured Management provided adequate resources to support the function and maintain its independence. It met in executive sessions with the Internal Audit Manager to review and discuss Internal Audit's assurance and advisory work including its organization structure.</i></p> <p>Internal control <i>Reviewed and discussed audit findings, internal control and compliance issues with Management, SGV & Co., Internal Audit and Compliance Committee, and ensured Management responded appropriately for the continuous improvement of controls and risk management processes.</i></p> <p>Compliance, Risk and Governance <i>Reviewed and discussed with the Compliance Committee significant updates and actions on SEC, PSE, legal, tax, claims, litigations, environmental, safety and other regulatory matters.</i></p> <p><i>Discussed in a joint meeting with the Risk Committee the results of the risk reviews and interdependencies of such risks to the Audit Committee's oversight responsibilities.</i></p> <p><i>Conducted, and reported to SEC, the results of its own self-assessment and rating of its performance which indicated an overall compliance level in consonance with abovementioned SEC guidelines on effectiveness of Audit Committee performance.</i></p> <p><i>Reviewed its Charter for effectiveness.</i></p> <p><i>The Committee Chair and Members attended the Annual Stockholders' Meeting on <u>May 2, 2016</u> to address possible shareholder queries on Committee matters.</i></p>	<p>Compliance matters such as tax rulings and updates, etc.</p>
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	<p>Related Party Transactions Oversight</p> <p>Quarterly review of the financial statements included related party accounts to ensure that RPTs are fair to the Company, conducted at arms' length terms and considered such factors as materiality, commercial reasonableness of the terms and extent of conflict of interest, actual or apparent, of the related party, as defined by the policy, participating in the transaction. The Committee and Independent Directors reviewed significant/material RPTs that meet the threshold level stipulated by the regulatory rules and requirements on RPTs to determine whether they are in the best interests of the Company and Shareholders.</p> <p>In <u>2016</u>, material/significant RPTs reviewed are ordinary and normal in the course of the Company's business and did not include financial assistance or loans to affiliates or related entities which are not wholly-owned subsidiaries.</p>	
Nomination	<p>Nomination and selection</p> <p>Reviewed with the Corporate Secretary the nomination process, criteria, qualifications and final selection of Board nominees for directorship ensuring that they meet the requisite qualifications, experience, knowledge and expertise that meet the needs of the Board and are aligned to SMPC Group's strategy.</p> <p>Executive succession planning and leadership</p> <p>Reviewed and endorsed changes in the roles, membership and leadership of the Board and its Committees.</p> <p>Discussed and reviewed with senior management the organizational development program, executive succession planning and leadership needs of SMPC Group, as well as discussed movement of key officers.</p>	None.

	<p>Board performance & development <i>Exercised oversight of Board orientation with Senior Management and Management Committee to familiarize the new Board Director with SMPC Group's strategy map, financial and operating performance, significant milestones, corporate governance policies.</i></p> <p><i>Exercised oversight of the Board's development program for Directors and key officers through leadership programs, affiliation with or memberships in professional organizations, compliance and participation in corporate governance seminars and forums, among others.</i></p> <p><i>Reviewed results of the annual appraisal of the full Board and individual Director performances of the past year to assess Board effectiveness and/or improvement thereof.</i></p> <p>Committee Performance <i>Conducted a self-assessment of its Committee performance and accordingly reviewed the Board's, Board Committees' and SMPC's governance structure as benchmarked against the ASEAN Corporate Governance Scorecard best practices.</i></p> <p><i>The Committee Chair and Members attended the Annual Stockholders' Meeting on <u>May 2, 2016</u> to address possible shareholder queries on Committee matters.</i></p>	
Remuneration	<p>Board and Executive remuneration <i>Reviewed and discussed significant updates on Board and executive remuneration levels and compensation programs to ensure alignment with SMPC Group's compensation strategy, sustainable business, pay for performance culture and link to risk management of attraction and retention risks.</i></p> <p>CEO and COO Performance <i>Reviewed results of the Board's evaluations of the CEO's and COO's</i></p>	None.

	<p>performance based on Board-approved Balanced Scorecard and key result areas encompassing financial and non-financial performance metrics linked to strategic and business objectives, incl. safety, business development, risks, controls, governance and corporate social responsibility.</p> <p>Committee Performance Assessed its Committee performance to ensure continual review or improvement.</p> <p>Reveiwed the compensation-related disclosures of Directors and Officers in the Company's annual reports and information statements per regulatory requirements and reporting standards.</p> <p>The Committee Chair and Members attended the Annual Stockholders' Meeting on <u>May 2, 2016</u> to address possible shareholder queries on Committee matters.</p>	
Risk	<p>Risk Governance Reviewed and discussed with Management the risk management of SMPC Goru's top business risks, and ensured appropriate treatment of such risks.</p> <p>Ensured timely management response and allocation of resources to support risk management efforts and remediation.</p> <p>Reviewed and discussed with Management SMPC Group's ERM framework and roadmap implementation towards a resilient risk management maturity level.</p> <p>Committee Performance The Committee Members attended the quarterly Investors Briefings on March 18, July 23, August 12 and November 16, 2016 regarding the Panian pit incident of July 17, 2015 and the Annual Stockholders' Meeting on May 2, 2016 to address possible shareholder queries on Committee matters.</p>	<p>Strengthening risk governance, Safety risk and Compliance risk mitigation.</p>

	<i>Reviewed the Committee Charter for continual improvement and alignment with leading practices.</i>	
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5) Committee Program

Provide a list of programs that each committee plans to undertake to address relevant issues in the improvement or enforcement of effective governance for the coming year.

Name of Committee	Planned Programs	Issues to be Addressed
Executive	Not Applicable	Not Applicable
Audit	ASEAN Corporate Governance Scorecard	Continual improvement of good governance framework.
Nomination	ASEAN Corporate Governance Scorecard	Continual improvement of good governance framework.
Remuneration	ASEAN Corporate Governance Scorecard	Continual improvement of good governance framework.
Risk	ASEAN Corporate Governance Scorecard	Alignment with best practices and improvement of good governance.
Others (specify)	Not Applicable	Not Applicable

12) RISK MANAGEMENT SYSTEM

1) Disclose the following:

- (a) Overall risk management philosophy of the company;
Semirara Mining and Power Corporation and its subsidiaries (SMPC Group) recognize that risks are an integral part of our business which cannot be totally eliminated. Risks are better controlled if measured more consistently, accurately, and timely. The Board sets the tone and establishes the risk appetite level for the Group's ERM to be applied across the organization and to provide reasonable assurance that risks are identified, assessed, managed, monitored and communicated in a timely manner, and aligned to the Group's strategic and business objectives. SMPC Group's Enterprise Risk Management (ERM) framework is guided by international leading practices and the Committee of Sponsoring Organizations of the Treadway Commission or COSO's ERM – Integrated Framework. It provides a Group-wide disciplined approach to risk management in relation to the Group's achievement of strategic and business objectives. SMPC Group operates within an overall Low risk range in the pursuit of its objectives, with the lowest risk appetite for risks related to environment, health & safety, operations and regulatory compliance.
- (b) A statement that the directors have reviewed the effectiveness of the risk management system and commenting on the adequacy thereof;
Based on the risk-based assurance work and consulting engagements provided by the internal auditors, review of the risk governance structure and internal controls, continual improvement of risk management processes and the oversight duties performed by the Board's Audit and Risk Committees, the Board is of the opinion that the Company's risk management systems are adequate and effective.
- (c) Period covered by the review;
2016
- (d) How often the risk management system is reviewed and the directors' criteria for assessing its effectiveness; and
The Board's Risk Committee was created to exemplify the importance of the risk management function. The Risk Committee assists the Board in the oversight of the risk management process. Risk

oversight covers risk monitoring and reporting by Management and Internal Audit on the effectiveness of risk treatment/controls and action taken by Management to address and manage such risks. The Risk Committee shall meet at least twice in a year, or more, as determined by the Committee.

The Board's criteria in assessing the effectiveness of ERM framework shall consider the maturity of the risk management of the organization and tailored to its specific circumstances, and include but not limited to : 1) risk governance structure, 2) regular risk reviews to identify and assess significant current and emerging risks (and opportunities) as to likelihood and their impact to the strategic goals & objectives, 3) risk management strategy or action plan as a result of risk identification and assessment, 4) appropriate and prudent risk management systems to manage such risks, 4) risk response activities and processes are monitored regularly, 5) assurance activities on the risk management process, 5) integration plan through training and awareness programs, and 6) regular assurance and risk reporting to the Board, Audit Committee and senior management that risks are indeed effectively managed within approved risk appetite.

Annually, the Internal Audit discusses with the Audit Committee and Risk Committee the results of the risk & control assessment reviews, including identification of key risks significant to the Company's mission and strategic objectives.

In 2016, a qualified 3rd party was engaged to assess the Company's risk management process and maturity for the continual improvement of its ERM.

- (e) Where no review was conducted during the year, an explanation why not.
Not Applicable.

2) Risk Policy

- (a) Company

Give a general description of the company's risk management policy, setting out and assessing the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:

The Company's risk policy is to maximize strategic and business opportunities and minimize adverse outcomes, thereby optimizing shareholder value and ensuring sustainable growth through effective balancing of risks and rewards. It considers safety, operations and compliance risks as its topmost strategic risks.

Risk Exposure	Risk Management Policy	Objective
<p>1. <u>Operations risks</u></p> <p><u>Refers to risks related to coal quality, supply chain, slope stability, operational efficiency and asset performance. It can originate from a wide range of internal or external events, or from suppliers and outsourced service providers.</u></p>	<ol style="list-style-type: none"> 1. <u>Strict enforcement of ESH policy and practices to strengthen EHS management system and culture.</u> 2. <u>Enhanced accident/incident management to achieve resilient safety maturity</u> 3. <u>Upgraded mining and pit safety protocols, mine facility and equipment safety to align with international industry best practices and safety standards</u> 4. <u>Reinforced Safety Culture and ESH trainings in all levels across the organization to achieve resilient safety maturity</u> 5. <u>Pit optimization and cost efficient equipment</u> 	<p><u>To eliminate or reduce to the lowest level any risk that may result in fatality, personal injury, illness, property or environment damage and ensure safety, health and welfare of employees, workers and stakeholders;</u></p> <p><u>To produce and deliver on time quality coal that meets customers' specifications.</u></p> <p><u>To ensure sustainable supply chain requirements and avoid disruption in operations.</u></p>

	<p>utilization to achieve operational efficiency</p> <ol style="list-style-type: none"> 6. <u>Continual improvement of maintenance program, desired equipment availability and reliability to achieve optimum asset performance</u> 7. <u>Risk cover for insurable physical assets to spread risk</u> 8. <u>Continuous engagement of Original Equipment Manufacturer to improve power plant efficiency and reliability</u> 9. <u>Continual enhancement of security solutions and upgraded network appliances to protect critical information resources from vulnerabilities</u> 	<p><u>To ensure sustainable human resources that meet organizational needs and growth.</u></p> <p><u>To ensure early business recovery and continuity of critical services in the event of a disruption, with focus toward building organizational resilience.</u></p>
<p>2. <u>Compliance and Reputation Risk</u></p> <p><u>Risk of legal and regulatory sanctions, material financial loss or reputational harm because of failure to comply with relevant and applicable laws, regulations, codes of conduct and best practices standards.</u></p>	<ol style="list-style-type: none"> 1. <u>Compliance with applicable laws, regulations and contractual obligations and covenants</u> 2. <u>Continuing conformance to ISO Integrated Management System – Quality, Environment, and Occupational Health and Safety international standards</u> 3. <u>Keeping abreast of emerging laws and regulations affecting mining and power industries and assessing impact of regulatory changes</u> 	<p><u>To ensure sustainability through partnership with key stakeholders;</u></p> <p><u>To protect and enhance shareholder value.</u></p>
<p>3. <u>Strategic Risk</u></p> <p><u>Risk that arises from the fundamental business decisions, improper formulation and implementation of strategy regarding the achievement of our organizational objectives. Covers business and non-business risks as they relate to our expansion, sustainability and long-term value. Includes investment risks with impact on capital allocation, equity investment and guarantees in subsidiaries.</u></p>	<ol style="list-style-type: none"> 1. <u>Close monitoring of expansion projects and developments</u> 2. <u>Project financing strategy</u> 	<p><u>To enable efficient use, allocation and management of capital and resources within the Company;</u></p> <p><u>To maintain a balance between continuity of funding and flexibility through the use of bank financing or availment of credit lines; and</u></p> <p><u>To realize the Company's capital management strategy of maintaining a strong credit rating and health capital ratios in order to support its business including expansion and investment strategies, and ultimately maximize shareholder value.</u></p>

<p>4. Market Risk</p> <p><i>Refers to risk related to market share, industry/economic/political change, competitors, shift in demand, consumer preference, price volatility, customer dependence and energy market trading.</i></p>	<ol style="list-style-type: none"> 1. <u>Delivery of coal quality at better prices or larger guaranteed supply volumes to achieve customer satisfaction</u> 2. <u>Set minimum contracted volume for customers with long-term supply contracts for each given period (within the contract duration) and re-pricing on a monthly basis to optimize price movement and profit margin</u> 3. <u>Diversified customer base</u> <u>Competitive pricing for power segment to maximize value</u> 	<p><u>To minimize price volatility, mitigate any negative impact from price changes, allow flexibility in selling to target customers while protecting target margin or maximum profits.</u></p> <p><u>To mitigate concentration risk.</u></p>
<p>5. People and Talent Risk</p> <p><i>Refers to risks related to key people movement, talent management and war for talent.</i></p>	<ol style="list-style-type: none"> 1. <u>Talent Management programs to mitigate retention risk</u> 2. <u>Alignment of human resource management to leading practices standards (e.g. employee engagement, compensation and benefits, succession management, learning & development)</u> 	<p><u>To mitigate attraction and retention risks.</u></p>

(b) Group

Give a general description of the Group's risk management policy, setting out and assessing the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:

The Group's risk policy is to maximize strategic and business opportunities and minimize adverse outcomes, thereby optimizing shareholder value and ensuring sustainable growth through effective balancing of risks and rewards. The Group considers safety, operations and compliance risks as its topmost strategic risks.

Risk Exposure	Risk Management Policy	Objective
<p><u>1. Operations risks</u></p> <p><u>Refers to risks related to coal quality, supply chain, slope stability, operational efficiency and asset performance. It can originate from a wide range of internal or external events, or from suppliers and outsourced service providers.</u></p>	<p><u>1. Strict enforcement of ESH policy and practices to strengthen EHS management system and culture.</u></p> <p><u>2. Enhanced accident/incident management to achieve resilient safety maturity</u></p> <p><u>3. Upgraded mining and pit safety protocols, mine facility and equipment safety to align with international industry best practices and safety standards</u></p> <p><u>4. Reinforced Safety Culture and ESH trainings in all levels across the organization to achieve resilient safety maturity</u></p> <p><u>5. Pit optimization and cost efficient equipment utilization to achieve operational efficiency</u></p> <p><u>6. Continual improvement of maintenance program, desired equipment availability and reliability to achieve optimum asset performance</u></p> <p><u>7. Risk cover for insurable physical assets to spread risk</u></p> <p><u>8. Continuous engagement of Original Equipment Manufacturer to improve power plant efficiency and reliability</u></p> <p><u>9. Continual enhancement of security solutions and upgraded network appliances to protect critical information resources from vulnerabilities</u></p>	<p><u>To eliminate or reduce to the lowest level any risk that may result in fatality, personal injury, illness, property or environment damage and ensure safety, health and welfare of employees, workers and stakeholders;</u></p> <p><u>To produce and deliver on time quality coal that meets customers' specifications.</u></p> <p><u>To ensure sustainable supply chain requirements and avoid disruption in operations.</u></p> <p><u>To ensure sustainable human resources that meet organizational needs and growth.</u></p> <p><u>To ensure early business recovery and continuity of critical services in the event of a disruption, with focus toward building organizational resilience.</u></p>

<p><u>2.Compliance and Reputation Risk</u></p> <p><u>Risk of legal and regulatory sanctions, material financial loss or reputational harm because of failure to comply with relevant and applicable laws, regulations, codes of conduct and best practices standards.</u></p>	<p><u>1. Compliance with applicable laws, regulations and contractual obligations and covenants</u></p> <p><u>2.Continuing conformance to ISO Integrated Management System – Quality, Environment, and Occupational Health and Safety international standards</u></p> <p><u>3.Keeping abreast of emerging laws and regulations affecting mining and power industries and assessing impact of regulatory changes</u></p>	<p><u>To ensure sustainability through partnership with key stakeholders;</u></p> <p><u>To protect and enhance shareholder value.</u></p>
<p><u>3.Strategic Risk</u></p> <p><u>Risk that arises from the fundamental business decisions, improper formulation and implementation of strategy regarding the achievement of our organizational objectives. Covers business and non-business risks as they relate to our expansion, sustainability and long-term value. Includes investment risks with impact on capital allocation, equity investment and guarantees in subsidiaries.</u></p>	<p><u>1. Close monitoring of expansion projects and developments</u></p> <p><u>2. Project financing strategy</u></p>	<p><u>To enable efficient use, allocation and management of capital and resources within the Company;</u></p> <p><u>To maintain a balance between continuity of funding and flexibility through the use of bank financing or availment of credit lines; and</u></p> <p><u>To realize the Company’s capital management strategy of maintaining a strong credit rating and health capital ratios in order to support its business including expansion and investment strategies, and ultimately maximize shareholder value.</u></p>
<p><u>4. Market Risk</u></p> <p><u>Refers to risk related to market share, industry/economic/political change, competitors, shift in demand, consumer preference, price volatility, customer dependence and energy market trading.</u></p>	<p><u>1. Delivery of coal quality at better prices or larger guaranteed supply volumes to achieve customer satisfaction</u></p> <p><u>2.Set minimum contracted volume for customers with long-term supply contracts for each given period (within the contract duration) and re-pricing on a monthly basis to optimize price movement and profit margin</u></p> <p><u>Diversified customer base Competitive pricing for power segment to maximize value</u></p>	<p><u>To minimize price volatility, mitigate any negative impact from price changes, allow flexibility in selling to target customers while protecting target margin or maximum profits.</u></p> <p><u>To mitigate concentration risk.</u></p>

<p>5. People and Talent Risk Refers to risks related to key people movement, talent management and war for talent.</p>	<p>1. Talent Management programs to mitigate retention risk 2. Alignment of human resource management to leading practices standards (e.g. employee engagement, compensation and benefits, succession management, learning & development)</p>	<p>To mitigate attraction and retention risks.</p>
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(c) Minority Shareholders

Indicate the principal risk of the exercise of controlling shareholders' voting power.

Risk to Minority Shareholders
Risk of Insider Expropriation

3. Control System Set Up

a. Company

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Actions Taken)
<p>Operations risks</p>	<p>The risk assessment process requires quantifying and qualifying risks and how these are to be managed and controlled/treated. It involves the positive and negative consequences (impact) and the likelihood of occurrence (probability) using an Impact and Likelihood Matrix. Decisions are made in the context of the risk tolerance level determined by the Company.</p> <p>Risk owners periodically monitor risk portfolios and performance measures. This enables early detection of potential risk issues that may result to material operational loss, and are elevated to Senior Management and to the Audit Committee, as appropriate.</p>	<p>The Company ensures that operational procedures manuals are updated. Updated manuals serve as guide towards consistency of implementation within the Company, but allow flexibility for growth. Critical controls were continuously reviewed for improvement to appropriately manage key operational risks.</p> <p>Further, the continuity of operations is critical to provide stakeholders the necessary confidence that projected business targets and income projections can be managed. The Company is establishing its Business Continuity Plan to provide a standardized approach in handling crisis or emergencies, as well as support in managing Operation Risks.</p> <p>Integrated Management System To manage the key risk areas for coal mining and mining-related activities, the Company has adopted the quality systems and principles of the International Organization for Standardization (ISO) since 2008. The Integrated Management System of its coal mining operations and support activities conforms to the Standards on ISO 9001:2008 Quality Management System (QMS), ISO 14001:2004</p>

		<p>Environmental Management System and OHSAS 18001:2007 Occupational Health and Safety Management System. These management systems in place include the process for monitoring of operational performance and proper handling of issues for resolution for continuous improvement as well as policies to guide operations in the areas of health and safety, environment and community relations.</p> <p>Emergency Preparedness and Response Program</p> <p>The Company has identified potential accidents and emergency situations and established appropriate preparedness and response procedures, including preventive actions and where appropriate, how to mitigate the environmental impacts and/or risk that may be associated with unplanned events, accidents and emergency situations. Building evacuation, fire and earthquake drills are conducted at least annually and evaluated by the designated government agency to test the effectiveness of these exercises. Emergency preparedness and response procedures are tested periodically to ensure full understanding and observance of all employees and regularly reviewed for improvement.</p> <p>Business Continuity Management System (BCMS)</p> <p>The Company's BCMS aims to ensure early business recovery and continuity of critical services in the event of a disruption, whether anticipated or unplanned, that might be, or could lead to a business loss, emergency or crisis. Its holistic framework is set in accordance with ISO 22301:2012 Societal Security – BCMS – Requirements, including business impact analysis, risk assessment and risk treatment action plans.</p> <p>Information Technology Risk Management</p> <p>The Company established its Information Technology (IT) Disaster</p>
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		<p>Recovery Plan (DRP) to ensure early restoration of critical IT and communication services and systems with the most up-to-date data available for the Company's business continuity. The DRP includes detailed back-up and recovery procedures, responsibilities of a Disaster Recovery Team and emergency procurement, among others. The Company maintains two (2) back-up servers which are already available at the designated Disaster Recovery "Cold Site".</p>
Market Risks	Same as above	<p>The Company ensures that its customers' needs and requirements are properly obtained and documented in the sales contracts. Proper planning and communication with operations enable the company to meet customer requirements and maintain customer satisfaction.</p> <p>The Company has established procedures (e.g., regular coordination meetings, close monitoring of market data, such as coal prices and freight) to ensure the quality, consistency, reliability and competitiveness of our coal supply to customers.</p> <p>Where appropriate, market risk management reports are reported by the risk owners to senior management for review and timely action, if necessary.</p>
Reputation and Compliance Risks	Same as above	<p>The Company, through its quality policy, commits to produce globally competitive coal that exceeds customers' expectations and stakeholders' confidence.</p> <p>Concerned risk owners have established service standards based on the valid expectations of relevant customers, both internal and external. The Company has identified critical quality standards that form part of the Key Results Areas (KRAs) of its employees. These standards are periodically monitored and observed to achieve continuous improvement and prevent events which may lead to reputational damage. This includes KRAs to ensure compliance to applicable legal and other requirements to which the company subscribes.</p>

	<p>Environment</p> <p>The Company's Environmental Unit (EU) regularly assesses its environmental programs for effectiveness and improvement. Air and water quality, noise level and hazardous-regulated materials are regularly tested, measured and monitored against standards and baseline data. Regular and surveillance audits are conducted by internal auditors, external parties and local regulators to assess the Company's continuing compliance with corporate policies, government regulations, industry guidelines and internationally recognized standards.</p>	<p>Where appropriate, concerned risk owners elevate to senior management service quality reports for review and for proper and timely action, if necessary.</p> <p>Compliance</p> <p>Compliance to legal and regulatory requirements is a prime consideration in ensuring soundness of operations. The Company has established procedures for monitoring compliance to legal and other requirements. The Compliance Officer is appointed by the Board and designated to ensure adherence to corporate governance principles and best practices, as well as compliance to the Company's Revised Code of Corporate Governance.</p> <p>The Compliance Committee is headed by the Compliance Officer and has three (3) other Members who are executive officers tasked with ensuring compliance covering SEC, PSE, legal, accounting and reporting standards, environmental, health and safety matters that are aligned to their functional scope of work responsibilities. The Compliance Committee regularly reports to the Audit Committee for continuous monitoring and updates of legal, regulatory developments and compliance matters, thus assuring the Board of their effective management and strategic sustainability.</p> <p>Environment, Health and Safety</p> <p>The Company's integrated Environment, Health and Safety (EHS) management system is built on a framework of continuous improvement of applied environmental and social responsibility performance standards. This includes a Hazard Identification and Risk Assessment process to ensure that environmental aspects associated with the Company's coal mining activity, products and services are identified, their impact to the environment, safety and health hazards evaluated for significance and necessary control measures implemented.</p> <p>The Company integrates value chain</p>
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		<p>processes that minimize pollution and damage to the environment. Standard operating procedures include close monitoring of spontaneous combustion activity of coal stockpiles by continuous and thorough compaction, and inspection of stockpiles every start and middle of the operation shift. Air pollution control measures include road watering by six water trucks during dry season and hauling operation, setting truck speed limits, installation of pollution control facilities on the power plant smoke stack, use of dust-treat coagulants during product transfers and preventive maintenance program of mobile and airconditioning equipment. Waste water from the Company's Coal Washing Plant operations is channeled to settling ponds before recycling for plant watering use or to a constructed dike area for containment. The Company also established procedures in handling and containment of industrial materials and wastes, including clean-up and restoration where needed. It implemented a progressive rehabilitation program of the old Unong mine and a section of the current Panian mine. Employees are mandated to comply with the Company's EHS objectives and policies such as the conservation and promotion of the local biodiversity, ecological solid waste management that promotes proper garbage segregation and reduced consumption of electricity, water and paper, among others.</p> <p>Safety</p> <p>The Company adopts best practices in open-pit coal mining operation with safe production as its most important objective. Its workplace safety objective is to eliminate or reduce to the lowest level any risk that may result in fatality, personal injury, illness, property or environment damage. Safety risks are addressed with focus on prevention and zero tolerance for fatality.</p> <p>Safety procedures are strictly enforced, including measures on slope stability and rebuilding, installation of dewatering pumps to control water intrusion or seepage, a crack monitoring</p>
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		<p>team to continuously monitor ground displacements. Road and safety driving rules are strictly observed by equipment operators to ensure non-vehicular collision due to poor visibility from dust, a common risk to coal mining activity. All mobile equipment and vehicles are required to maintain safe driving distance of at least thirty (30) meters uphill and downhill, and to turn all headlights on at all times during the day. Reinforced education and training of workers and equipment operators for the proper use, repairs and maintenance of mining equipment have reduced accidents and injury events in the workplace. Job hazards, work instructions and guidelines are established and communicated to the workforce to ensure that such are carried out under controlled condition. Sufficient training and information are undertaken to promote a safety culture and safety behavior expected from everyone. The Company's suppliers and contractors working on the Company's premises as well as customers and other visitors are required to comply with the Company's health and safety procedures.</p> <p>The Company's enhanced Safety programs include crack monitoring activities, hiring of additional safety personnel and the acquisition of a Robotic Total Station with thirty-three prisms strategically located around the pit for 24/7 monitoring wall movement. It engaged a third party consultant having expertise on slope stability to evaluate the mine design, extraction plan and physical stability of Panian mine to prevent potential landslide on the slope. Safety training programs are conducted regularly.</p> <p>The Company's Safety Management System and Policy were redrafted, reviewed with engagement from all necessary units within the organization and with conformance to applicable ISO Standards. Department units revisited major safety procedures through their respective departmental health and safety committees. The Central Safety and Health Committee commits to</p>
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		<p>continual improvement towards a safe workplace for Mine Site personnel and guests.</p> <p>Good Governance Program SMPC Group adopts a corporate governance framework with good governance program and policies aimed to foster a culture of compliance, and promote higher standards of performance, transparency and accountability within the organization & subsidiaries, and to enhance shareholder value.</p>
Strategic risks	<p>Same as above</p> <p>As part of liquidity risk management, the Company continuously assesses conditions in the financial markets for opportunities to pursue fund raising activities.</p>	<p>Cash flow reports and forecasts relative to project funding activities are reviewed weekly to promptly address liquidity concerns.</p>

b. Group

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Actions Taken)
Operations Risks	<p>The risk assessment process requires quantifying and qualifying risks and how these are to be managed and controlled/treated. This process involves the positive and negative consequences (impact) and the likelihood of occurrence (probability) using an Impact and Likelihood Matrix. Decisions are made in the context of the risk tolerance level determined by the company.</p> <p>Risk owners periodically monitor risk portfolios and performance measures. This enables early detection of potential risk issues that may result to material operational loss. These are elevated to Senior Management and to the Audit Committee, as appropriate.</p>	<p>The Group ensures that operational procedures manuals are updated. Updated manuals serve as guide towards consistency of implementation within the company, but allow flexibility for growth.</p> <p>Further, the continuity of operations is critical to provide stakeholders the necessary confidence that projected business targets and income projections can be managed. The Group is establishing its Business Continuity Plan starting first with the parent (Semirara Mining Corporation) to provide a standardized approach in handling crisis or emergencies, as well as support in managing Operational Risk.</p> <p>The Group also has a Quality Management System in place which includes the process for monitoring of operational performance and proper handling of issues for resolution for continuous</p>

		<p>improvement as well as policies to guide operations in the areas of health and safety, environment and community relations.</p> <p>Information Technology Risk Management</p> <p>The Company established its Information Technology (IT) Disaster Recovery Plan (DRP) to ensure early restoration of critical IT and communication services and systems with the most up-to-date data available for the Company's business continuity. The DRP includes detailed back-up and recovery procedures, responsibilities of a Disaster Recovery Team and emergency procurement, among others. The Company maintains two (2) back-up servers which are already available at the designated Disaster Recovery "Cold Site".</p> <p>Subsidiary Power Plant Safety</p> <p>The Group's operating power subsidiary embraces the same culture of ensuring a safe workplace for its workforce. Formal safety policy supported by programs and procedures is in place at the power plant station. It has a Safety Division functional unit with a full-time Safety Officer which conducts site safety patrols considering ongoing activities of the Unit 1 rehabilitation and full internal safety inspection on a quarterly basis, among others. Its Safety Committee conducts monthly meetings.</p> <p>A formal Contractor Safety Management program is in place and enforced. Contractor supervisors are responsible for providing safety orientation on site safety and procedures to their own staff. Contractor violations of safety rules and erring practices are dealt with immediately and duly considered against contractor performance.</p> <p>Safety training programs are conducted as planned and regularly</p>
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		<p>provided to plant personnel. Trainings such as basic firefighting, emergency preparedness and exercise drills are organized regularly. Fire Safety /Lock-Out Tag-Out, Safety Audit and Behavioral-based safety trainings are conducted regularly. Supervisors of subcontractors are trained and briefed on plant site safety rules and are responsible for training their workers. Violations of safety rules are duly recorded.</p>
Market Risks	Same as above	<p>The Group ensures that its customers' needs and requirements are properly obtained and documented in the sales contracts. Proper planning and communication with operations enable the company to meet customer requirements and maintain customer satisfaction.</p> <p>The Group has established procedures to ensure the quality, consistency, reliability and competitiveness of our coal and power supply to customers.</p> <p>Where appropriate, market risk management reports are reported by the risk owners to senior management for review and timely action, if necessary.</p>
Reputation and Compliance Risks	Same as above	<p>The Group has committed to exceed customers' expectations and stakeholders' confidence.</p> <p>Concerned risk owners have established service standards based on the valid expectations of relevant customers, both internal and external. The company has identified critical quality standards that form part of the Key Results Areas (KRAs) of its employees. These standards are periodically monitored and observed to achieve continuous improvement and prevent events which may lead to reputational damage. This includes KRAs to ensure compliance to applicable legal and other requirements to which the group subscribes.</p>

		<p>Where appropriate, concerned risk owners elevate to senior management service quality reports for review and for proper and timely action, if necessary.</p> <p>Compliance to legal and regulatory requirements is a prime consideration in ensuring soundness of operations. The Group has established procedures for monitoring compliance to legal and other requirements.</p> <p>Good Governance Program The Group adopts a corporate governance framework with programs and policies aimed to foster a culture of compliance, and promote higher standards of performance, transparency and accountability within the organization & subsidiaries, and to enhance shareholder value.</p>
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c. Committee

Identify the committee or any other body of corporate governance in charge of laying down and supervising these control mechanisms, and give details of its functions:

Committee/Unit	Control Mechanism	Details of its Functions
Internal Audit	Independent assurance review and regular reporting of the Company's risk management, control and governance processes	The Internal Audit's role in ERM includes evaluation, monitoring and reporting the effectiveness of risk management processes. The Internal Audit Plan and prioritization of audit engagements are developed using a risk-based methodology with focus on critical and high-priority risks and exposures having significant impact to the Company's strategic objectives.
Risk Committee	Oversight of risk management function to ensure that the Company's Enterprise Risk Management (ERM) framework and risk management practices are effective to address significant risks affecting the achievement of the Company's strategic and business objectives.	Enterprise Risk Management (ERM) 1.1 Review and assess the adequacy and effectiveness of SMPC Group's ERM, policies, process and activities, the scope of which includes risk identification, assessment, mitigation, control systems, reporting and monitoring; 1.2 Promote risk awareness and best practices in the organization; 1.3 Ensure integration of risk management into the organization's goals and compensation structure, and create a corporate culture such that people at all levels manage risks effectively;

		<p>1.4 Review and approve the risk mgt infrastructure and critical risk management policies, risk appetite and tone at the top throughout the organization;</p> <p>1.5 Monitor the organization’s risk profile, its topmost and strategic risks vs. risk limits and risk strategy in accordance with approved guidelines;</p> <p>1.6 Continually, as well as at specific intervals, monitor risks and risk management capabilities within the organization, including communication about escalating risk and crisis preparedness and recovery plans;</p> <p>1.7 Continually obtain reasonable assurance from Management that all known and emerging risks have been identified and mitigated or managed;</p> <p>1.8 Oversee risk review activities regarding strategic and business development decisions (e.g. acquisitions), initiatives (e.g. new business segment), transactions and exposures;</p> <p>1.9 Review and approve the risk management plan at least annually. Management should develop a risk management plan that shall consider the maturity of the risk management of the organization and tailored to its specific conditions.</p> <p>2. Board Committees</p> <p>a) In coordination with the Audit Committee, understand how the organization’s internal audit plan is aligned with identified risks, risk governance and risk management information needs;</p> <p>b) Monitor all enterprise-wide risks, and as such, recognize the responsibilities delegated to other Board Committees with the understanding that other Board Committees may emphasize specific risk monitoring through their respective oversight duties.</p>
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13) INTERNAL AUDIT AND CONTROL

1) Internal Control System

Disclose the following information pertaining to the internal control system of the company:

- (a) Explain how the internal control system is defined for the company;
Internal control system refers to the framework under which internal controls are developed and implemented along with policies and procedures, to manage, reduce and control a particular risk or business activity, or combination of such risks or activities, to which the Company is exposed.

- (b) A statement that the directors have reviewed the effectiveness of the internal control system and whether they consider them effective and adequate;

The Board of Directors, through its Audit Committee, oversees the internal control environment including the reviews on adequacy and effectiveness of controls, systems and procedures by the Internal Audit and External Audit functions, both of which report directly and regularly to the Audit Committee and the Board. The results of the audit engagements carried out by the Internal Audit are communicated to the Audit Committee for review. Based on such reviews, discussions and attestation by the Internal Audit, the Board has reviewed and considered the adequacy and effectiveness of the internal control system.

Annually, the Audit Committee reviews the Internal Audit Charter to make sure that the Internal Audit's functions are appropriately defined to effectively carry out its mandate and to align with the strategic direction of the Company. The Committee also confirms the Internal Audit's independence to make sure that the group will be able to perform its functions objectively and without bias.

- (c) Period covered by the review;

2016.

- (d) How often internal controls are reviewed and the directors' criteria for assessing the effectiveness of the internal control system; and

Regular reviews of internal controls during the year are conducted by the Internal Audit using a risk-based process audit approach. In assessing the effectiveness of the internal control system, the Board considers internal controls designed to provide reasonable assurance for the achievement of the Company's objectives, the effectiveness and efficiency of its operations, the reliability of its financial reporting and faithful compliance with applicable laws, regulations, relations and internal rules.

The Board through its Audit Committee approves the Internal Audit plan for the year covering the business processes with extreme and high risks. The Internal Audit performs the audits to confirm the internal controls' design and continuous effectiveness for the covered period. The results of the audits are communicated to the Senior Management and the Audit Committee.

- (e) Where no review was conducted during the year, an explanation why not.

Not Applicable.

2) Internal Audit

- (a) Role, Scope and Internal Audit Function

Give a general description of the role, scope of internal audit work and other details of the internal audit function.

Role	Scope	Indicate whether In-house or Outsource Internal Audit Function	Name of Chief Internal Auditor/Auditing Firm	Reporting process
Evaluates and provides reasonable assurance that risk management, control, and governance processes / systems are functioning as	Semirara Mining and Power Corporation and its Subsidiaries' risk management, control and governance processes	In-house	Internal Audit (IA) Managers, Carla Cristina T. Levina, Karmine Andrea B. San Juan and Joseph D. Susa, lead and manage the IA function of Semirara Mining and Power	Regular direct reporting to the Audit Committee

intended and enables the achievement of the organization's objectives and goals.			Corporation and its Subsidiaries.	
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- (b) Do the appointment and/or removal of the Internal Auditor or the accounting /auditing firm or corporation to which the internal audit function is outsourced require the approval of the audit committee?

Yes.

- (c) Discuss the internal auditor's reporting relationship with the audit committee. Does the internal auditor have direct and unfettered access to the board of directors and the audit committee and to all records, properties and personnel?

The Internal Audit functionally and directly reports to the Audit Committee and has unrestricted access to the Audit Committee. The Internal Audit periodically reports results of audit engagements and status of IA activities to the Audit Committee. The Board-approved Internal Audit Charter authorizes internal auditors to have full and reasonable access to all documents, records, assets, properties, plants, information systems, computers, personnel, etc.

- (d) Resignation, Re-assignment and Reasons

Disclose any resignation/s or re-assignment of the internal audit staff (including those employed by the third-party auditing firm) and the reason/s for them.

Name of Audit Staff	Reason
<u>Harvey B. Lucy</u>	<u>Resigned (January 29, 2016) / Mining Engineer/ To pursue further studies</u>
<u>Marvin M. Ubaldo</u>	<u>Resigned (June 30, 2016) / Mining Engineer/ Out of the country opportunity</u>
<u>Siegfred D. Magpile</u>	<u>Resigned (October 7, 2016) / Safety Practitioner/ Out of the country opportunity</u>
<u>Joel P. Catama</u>	<u>Resigned (September 23, 2016) / Mechanical Engineer/ Took an operations-related role at other power plants</u>
<u>Kathleen M. Catapang</u>	<u>Resigned (December 16, 2016) / Electrical Engineer/ To prioritize personal business</u>

- (e) Progress against Plans, Issues, Findings and Examination Trends

State the internal audit's progress against plans, significant issues, significant findings and examination trends.

Progress Against Plans	<u>The 2016 Audit Plan was significantly completed. Audit engagements relating to environment, safety and health (ESH) for its power subsidiaries (SEM-Calaca Power Corp. and Southwest Luzon Power Generation Corp.) and other technical operations audit engagements for SMPC Group were prioritized and completed in 2016. However, ESH engagements for SMPC were deferred to 2017 due to limited competent ESH resources within Internal Audit.</u>
Issues⁸	Findings and appropriate management response or action plans are continuously monitored by Internal Audit. Unresolved and pervasive issues, if any, are highlighted and reported to the Audit Committee.

⁸ "Issues" are compliance matters that arise from adopting different interpretations.

Findings⁹	Findings and appropriate management response or action plans are continuously monitored by Internal Audit. Unresolved and recurring findings, if any, are highlighted and reported to the Audit Committee.
Examination Trends	Reviews, based on the approved internal audit plan, are improved from year-to-year to produce more value-adding findings and recommendations. In 2016, <u>the risk-based audit approach required focus on technical assurance engagements such environmental, safety and health audits and operations related assurance engagements in operations and maintenance.</u> In addition, the Internal Audit provided more technical audits such as operations, environment, safety and health.

[The relationship among progress, plans, issues and findings should be viewed as an internal control review cycle which involves the following step-by-step activities:

- 1) **Preparation of an audit plan inclusive of timeline and milestones;**
- 2) **Conduct of examination based on the approved audit plan;**
- 3) **Evaluation of IA progress in the implementation of the approved audit plan;**
- 4) **Documentation of issues and findings as a result of the examination;**
- 5) **Determination of the pervasive issues and findings (“examination trends”) based on single year result and/or year-to-year results;**
- 6) **Conduct of the foregoing procedures on a regular basis.**

(f) Audit Control Policies and Procedures

Policies & Procedures	Implementation
<i>Internal Audit Procedures include, but are not limited to, the following:</i> <ol style="list-style-type: none"> i. <i>Audit Strategic Planning</i> ii. <i>Audit Engagement Planning</i> iii. <i>Execution of the Audit</i> iv. <i>Reporting of Results</i> v. <i>Monitoring of Agreed Action Plans</i> 	Done
<i>Feedback from audit client is obtained through a formal survey upon completion of an individual audit engagement to assess audit activity’s effectiveness in meeting the needs of its audit client and identify opportunities for improvement.</i>	Done after completion of each audit engagement.

(g) Mechanism and Safeguards

State the mechanism established by the company to safeguard the independence of the auditors, financial analysts, investment banks and rating agencies (example, restrictions on trading in the company’s shares and imposition of internal approval procedures for these transactions, limitation on the non-audit services that an external auditor may provide to the company):

Auditors (Internal and External)	Financial Analysts	Investment Banks	Rating Agencies
Independence of the Internal Audit (IA) is achieved through	The Company maintains a policy of open & constant	The Company maintains a policy of open & constant	The Company maintains a policy of open and constant

⁹ “Findings” are those with concrete basis under the Company’s policies and rules.

<p>the organizational status of the IA Department and adherence by internal auditors to IIA's Code of Ethics. IA directly & functionally reports to the Audit Committee on the planning, execution and results of IA activities. The Company's Insider Trading policy imposes observance of blackout trading periods as set by the policy.</p>	<p>communication and disclosure of its activities, subject to insider information guidelines. Equal access of company information are made available to financial/stock analyst and limited only to facts and valid information under a formal Q & A set-up.</p>	<p>communication and disclosure of its activities, subject to insider information guidelines. The Company's financial risk management policy is to deal with prime or rated investment banks which offer quality service at the highest yield benchmarked against rates set by BSP. Moreover, the Company's Codes of Conduct promote honest and fair dealings over negotiations with stakeholders.</p>	<p>communication and disclosure of its activities, subject to insider information guidelines. Association with rating agencies is not encouraged or any grant of favour that may influence objectivity.</p>
<p>The Audit Committee's oversight duties of the internal audit function include its required approval of services to be rendered by Internal Audit and subsequent review thereof.</p>	<p>The Company respects valuation analysis of its stock by financial analysts or institutional fund managers. It does not counter any grossly overstated/understated assumptions made resulting to unfair ratings.</p>	<p>The Company respects valuation analysis of its stock by financial analysts or institutional fund managers. It does not counter any grossly overstated/understated assumptions made resulting to unfair ratings.</p>	
<p>Oversight of external audit by the Audit Committee incl. its review of the performance and independence of the external auditor, and pre-approval of non-audit engagement, scope, fees & terms with the external auditor.</p>	<p>The Company's Gift and Entertainment policy explicitly disallows employees from any interest in or benefit from any supplier that could reasonably be interpreted as inducing favoritism towards a particular supplier over others.</p>	<p>The Company's Gift and Entertainment policy explicitly disallows employees from any interest in or benefit from any supplier that could reasonably be interpreted as inducing favoritism towards a particular supplier over others.</p>	<p>The Company's Gift and Entertainment policy explicitly disallows employees from any interest in or benefit from any supplier that could reasonably be interpreted as inducing favoritism towards a particular supplier over others.</p>

- (1) State the officers (preferably the Chairman and the CEO) who will have to attest to the company's full compliance with the SEC Code of Corporate Governance. Such confirmation must state that all directors, officers and employees of the company have been given proper instruction on their respective duties as mandated by the Code and that internal mechanisms are in place to ensure that compliance.

The Chairman of the Board, the CEO and the Compliance Officer attested to the Company's full compliance with SEC's Code of Corporate Governance. All Directors, officers and employees have been properly advised of their respective duties as prescribed by the Code and that internal mechanisms are in place to ensure such compliance. Likewise, the Company's 2014 Revised Code of Corporate Governance have been communicated to all Directors, Officers and Employees to apprise them of the amendments mainly due to the inclusion of the Company's duties and responsibilities to the stakeholders.

14) ROLE OF STAKEHOLDERS

a. Disclose the company’s policy and activities relative to the following:

	Policy	Activities
Customers’ welfare	The Company’s policy is to supply its customers with quality coal that meets their stringent specification. Customer engagement covers quality control, responsible communication, customer access, complaint resolution and customer satisfaction.	<p>The Company continuously measures and monitors the characteristics of coal to ensure that customer requirements are met and understood with notification to the customer of significant changes, if any, communicated in a timely manner before effecting any change. Analysis of quality are regularly conducted and results recorded to evidence conformity with the requirements. Coal shall not be loaded and shipped until all the coal quality analysis are conducted and all results passed the customer’s specification.</p> <p>Customer safety during Mine Site visits is ensured through observance of safety procedures while at Company premises.</p> <p>Client feedback mechanism is implemented through periodic customer satisfaction surveys conducted at least annually to measure client perception in meeting customer criteria on Delivery, Product Quality, Responsiveness, Technical Support and Customer Concerns Addressed. Customer concerns, if any, are addressed and resolved through corrective action and after-sales settlement guidelines.</p>
Supplier/contractor selection practice	The Company’s quality policy for procurement activities ensure competitive sourcing and pricing of highest quality of goods and services to support the Company’s objectives.	Activities include procedures on accreditation, evaluation of new suppliers and re-evaluation of performance of accredited suppliers of critical materials every twelve months to ensure consistent quality of purchased products and services. Suppliers are selected and evaluated based on their track record, price, payment terms and performance on criteria such as product quality, response to problems and delivery. Canvassing procedures ensure competitive pricing, favorable terms

		<p>and value-added services without compromising quality.</p> <p>The Company has integrated 'green' initiatives and sustainable practices in its accreditation procedures including those of its power subsidiaries. Suppliers are screened using environmental criteria such as waste management, environmental / regulatory compliance certificates; and social criteria such as labor practices in supply chain covering child labor, forced labor; and human rights criteria.</p>
<p>Environmentally friendly value-chain</p>	<p>The Company integrates value chain processes that minimize pollution and damage to the environment. Its integrated Environment, Health and Safety (EHS) management system is built on a framework of continuous improvement of applied environmental and social responsibility performance standards.</p> <p>Its supply chain management policy considers the impact and influence of its procurement practices related to raw material inputs and natural resource utilization.</p>	<p>The Company's ESH system includes a Hazard Identification and Risk Assessment process to ensure that environmental aspects associated with the Company's coal mining activity, products and services are identified, their impact to the environment, safety and health hazards evaluated for significance and necessary control measures implemented. It has established controls and procedures in receiving, storing and handling of hazardous materials with due care to the environment, health and safety, applicable laws and regulations, and in conformance to the related ISO standards.</p> <p>Employees and contractors are mandated to comply with the Company's EHS objectives and policies such as the conservation and promotion of the local biodiversity, ecological solid waste management that promotes proper garbage segregation and reduced consumption of electricity, water and paper, among others.</p> <p>Air Pollution Management Standard operating procedures include close monitoring of spontaneous combustion activity of coal stockpiles by continuous and thorough compaction, and inspection of stockpiles every start and middle of the operation shift. Air pollution control measures include road watering by six water trucks during dry season and hauling operation, setting truck speed limits, installation of pollution control facilities on the power plant smoke</p>

		<p>stack, use of dust-treat coagulants during product transfers and preventive maintenance program of mobile and airconditioning equipment.</p> <p><i>a. New 1x15MW plant air pollution monitoring and control facilities</i></p> <p>i. Control of SO₂ and NO₂ on plant emission - The plant uses “limestone injection or dozing” to regulate SO₂ and NO₂ below the allowable limit in the flue gas.</p> <p>ii. Control of Dust Particulate on plant emission - The plant uses “electrostatic precipitator” and “bag filters” to collect fly ash from the flue gas.</p> <p>iii. Control of Dust from the coal feeding lines- In every coal transfer point there is a dust collector installed to collect dust generated during transfer.</p> <p>iv. Monitoring of Flue Gas Emission - The plant has installed a Continuous Emission Monitoring System (CEMS) to enable us to monitor in real time the quality of flue gas emission of the plant.</p> <p><i>b. Coal Stockpiling in the Coal Blending Stockpile area</i></p> <p>The plan to cover and enclose the entire area of coal blending stockpile has already started construction. When the stockpile area is enclosed this will prevent coal dust coming from the reclaiming and stacking of coal being dispersed out of the enclosure and goes to the nearby community.</p> <p>Waste Management</p> <p>The Company’s power plants in Semirara Island and Calaca, Batangas make use of unwashed and low grade coal, thus eliminating the production of washing plant waste water. The Company also established procedures in handling and containment of industrial materials and wastes, including clean-up and restoration where needed. Its progressive rehabilitation program of old Unong mine and a section of current Panian mine is part of its sustainable value chain process.</p>
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		<p>Ash Waste Management</p> <p>The Company's operating power plant subsidiary steps up environmental mitigation with the conversion of its furnace Bottom Ash Handling Systems from the Wet System to Dry System, during the rehabilitation of Units 1 and 2 of the power plants at Calaca, Batangas. Unit 1 has a water Impounded Hopper System while Unit 2 has a Submerged Scraper Conveyor System.</p> <p>The conversion minimizes the environmental impact of the plant operation and makes the plant more eco-friendly. It eliminates the use of water – both seawater and freshwater – for the transport of the bottom ash. It reduces the carbon content of the bottom ash and recovers the energy from the ash, i.e. energy locked in the unburned carbon and refunds to the boiler.</p> <p>Another benefit is the potential commercial use of the dry low-carbon ash, which can be used for road construction when mixed with asphalt. This will augment the recoverability of the waste product of burned coal at the power plant.</p>
Community interaction	<p>The Company's policy is to work in partnership with its host communities to improve the sustainability of both the community and the environment while promoting local economic empowerment with judicious use of natural resources. Its comprehensive and holistic corporate social responsibility (csr) program encompasses 5 Es – Electrification, Education and Skills Training, Employment and Livelihood, Emergency Preparedness (Community) and Environmental Protection. The 5 Es program is replicated in its power plant subsidiaries.</p>	<p>5 Es CSR PROGRAM :</p> <p>Electrification</p> <p>The Company partnered with Antique Electric Cooperative (ANTECO) in the installation of power lines and continues to provide electricity to the communities of Semirara Island through subsidized generation cost, i.e. lower than actual generation cost resulting to substantially low energy cost throughout the island.</p> <p>In 2013, it started building a new 15MW coal-fired power plant using the modern Circulating Fluidized Bed (CFB) technology that will significantly reduce sulfur and nitrous oxides and particulate emissions compared to a traditional power plant. Moreover, the CFB technology can also utilize low-grade coal as fuel and thereby maximize the island's coal resources.</p>

		<p>Education & Skills Training The Company continues to provide support to various schools in Semirara Island and Batangas through infrastructure, facilities, equipment and services to improve and/or further quality education for the residents. Computers and computer literacy trainings are offered to complement education with current technology tools and knowhow. It partners with government agencies and NGOs in providing technical and vocational skills training courses and programs to give locals work employment opportunities.</p> <p>Economic Empowerment The Company is the single biggest employer of Semirara Island.</p> <p>The Company helped to establish and continues to support the Semirara Fishing Association and Community Relations fishing groups. It built a food court with stalls for various consumer goods in Barangay Semirara to provide employees' families and local residents with main livelihood or means to augment family income.</p> <p>Infrastructure support included construction of local chapels, an ice plant for fish and marine catch of fishermen and footbridges, among others.</p> <p>Emergency Preparedness The Company's close partnerships with local government units and key sectors involve community-based emergency preparedness initiatives such as disaster and risk reduction management workshops and drills. It co-organized in partnership with the local government a comprehensive island-wide training on emergency response.</p> <p>Environmental Protection a. The Company partners with concerned stakeholder groups to regularly assess its environmental programs for effectiveness and improvement. Air and water quality, noise level and hazardous-</p>
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		<p>regulated materials are regularly tested, measured and monitored against standards and baseline data.</p> <p>b. Sea water sampling and analysis are regularly conducted at five sites within Barangay Semirara and set against baseline parameters. Results of this activity indicated sea water in and around the Mine Site as within the standards set by DENR Administrative Order 1990-34 for Coastal and Marine Waters, Class SC.</p> <p>c. Noise level self-monitoring is conducted quarterly.</p> <p>d. Regular and surveillance audits are consistently conducted by internal auditors, external parties and local regulators to assess continuing compliance and conformance with corporate policies, government regulations, industry guidelines and applicable internationally – recognized standards. The Company received re-certification from the Governing Board of Certification International Philippines, Inc. for conformance, for the fifth consecutive year, to the International Organization for Standardization ISO 14001:2004 on Environmental Management System.</p> <p>e. The Company established the Tabunan Marine Hatchery Laboratory to lead the efforts in marine rehabilitation through spawning and reseedling of giant clams in the reefs of Semirara Island to reverse the damages wrought by overfishing and dynamite and cyanide fishing in the 1990's.</p> <p>f. <u>As of December 31, 2016, 4,669,535 million (native and beach forest) trees planted by the Company since 2000 survived and now contribute to carbon capture, and wind and dust control.</u></p> <p>Note: Sustainability reporting information are disclosed in the corporate responsibility section of the Company's Integrated Annual Report.</p>
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<p>Anti-corruption programmes and procedures?</p>	<p>The Company's Anti-corruption & ethics program consists of ethics-related policies, soft controls and audit procedures aimed to promote the highest standards of openness, probity and accountability throughout the organization.</p> <p>a. The Code of Conduct and Business Ethics requires all Directors, Officers and Employees to conduct business with the highest ethical standards and in accordance with all applicable laws, rules and regulations. They are expected to adhere to the principles and core values of integrity, honesty, fair dealings and excellence, among others. The Codes explicitly provide guidelines for all, including immediate family members within a degree of affinity or consanguinity, on anti-corrupt practices involving conflict of interest, business gifts and entertainment, among others.</p> <p>b. The Conflict of Interest Policy is integrated in the Company's Codes of Conduct which explicitly provide guidelines for all Directors, Officers and employees, including their immediate family members within a degree of affinity or consanguinity, on anti-corrupt practices involving conflict of interest, business gifts and entertainment, among others. Conflict of interest situations also refer to ownership of a part of another company or business having interests adverse to the Company and accepting commissions or share in profits from any supplier, customer or creditor. Your Company does not seek competitive advantages through illegal, unethical or unfair dealing practices. Improper communications with competitors or suppliers regarding bids for contracts are reported to the senior management, Chairman of the</p>	<p>a. To monitor compliance with the Conflict of Interest policy, the Company requires early submission by a Director, Officer and employee of a "single transaction" disclosure statement, and due before potential conflict of interest arises, of his direct or indirect financial interest in a specific contract or purchase proposed to be entered into by the Company, subsidiaries or its affiliates with or from a particular contractor or supplier. Failure to make proper disclosure as required may result in disciplinary action.</p> <p>b. Directors, Officers and Employees (including members of their families) shall not solicit or accept gift and entertainment from an actual or prospective customer, supplier, contractor or business partner as it could be construed as improperly influencing business judgment or action. The Company sends an annual reminder before the Christmas season to its suppliers, contractors, customer and business partners of to respect its gifts and entertainment policy.</p> <p>c. The Fraud & Ethics Response Policy outlines how the Company will deal with such complaints and determine its course of action depending on their nature.</p> <p>d. The Whistleblowing reporting system includes the use of a Hotline reporting Form to guide the Reporter in providing adequate information and basis to enable the Company to effectively investigate, evaluate and resolve the reported matter.</p> <p>e. Risk assessment of corruption and fraud risks by risk levels conducted are annually assessed as part of the Risk Control Self-Assessment process of the Company's Enterprise Risk Management. All business units have been assessed as to their vulnerability to such risks. Risk review results are evaluated by the Internal Audit (IA) in its annual audit plan and reported to the Audit Committee.</p>
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	<p>Board or the Audit Committee, as appropriate.</p> <p>c. The Gift and Entertainment Policy explicitly disallows employees from any interest in or benefit from any supplier that could reasonably be interpreted as inducing favoritism towards a particular supplier over others.</p> <p>d. The Fraud and Ethics Response Policy affirms the Company's opposition to fraud and reinforces the Company's approach by setting out the procedures and ways in which employees or other stakeholders can voice their concerns or complaints about suspected fraud or corruption.</p>	
Safeguarding creditors' rights	<p>It is the Company's policy to support strategic partnerships with suppliers, creditors and other business partners with honoring commitments to agreements and timely payments of contracted obligations. Moreover, the Code of Conduct promotes fair dealings with creditors and business partners including observance of confidentiality of proprietary non-public information such as contract terms or bids, that might either be harmful to its suppliers, creditors and business partners or of use to their business competitors.</p>	<p>Activities are geared towards support of the Company's capital management strategy to ensure the Company maintains a strong credit rating and healthy capital ratios to support its business, maximize shareholder value and safeguard creditors' rights. The Company's quality management system establishes procedures for timely processing of disbursements, regular updates of the Company's operating and financial performance, conducting Mine Site visits for financial institutions, among others.</p>

b. Does the company have a separate corporate responsibility (CR) report/section or sustainability report/section?

Yes, the Company's Integrated Annual Report includes a corporate responsibility report section which describes the Company's corporate social responsibility program, initiatives, policies and activities.

c. Performance-enhancing mechanisms for employee participation.

i. What are the company's policy for its employees' safety, health, and welfare?

The Company's integrated Environment, Health and Safety (EHS) management system policy supports a framework of continuous improvement of applied environmental and social responsibility performance standards. Its workplace safety policy objective is to eliminate or reduce to the lowest level any risk that may result in fatality, personal injury, illness, property or environment damage. Employees are mandated to comply with the Company's EHS objectives and policies such as the conservation and promotion of the local biodiversity, ecological solid waste management that promotes proper garbage segregation and reduced consumption of electricity, water and paper, among others. The Company's coal mining operation is recertified in its seventh consecutive year by the Governing Board of Certification International Philippines, Inc. as being in conformance to International Organization for Standardization ISO 18001:2007 on Occupational Health and Safety Management System.

The Company's mining safety policy adopts global best practices in open-pit coal mining operation with safe production as its most important objective. It ranks loss of life or unacceptable threat to human safety as its most significant interruption impact factor. Safety risks are addressed with focus on prevention and zero tolerance for fatality. Mining safety procedures are strictly enforced, including measures on slope stability and rebuilding, installation of dewatering pumps to control water intrusion or seepage and crack monitoring teams to continuously monitor ground displacements. Suppliers, contractors as well as customers and other visitors at the Company's premises are required to comply with the Company's health and safety procedures. Safety training programs are regularly provided during the year to ensure a safe workplace for the workforce and other stakeholders.

Employee well-being is promoted through the Company's health care programs covering annual physical examination, physical fitness and sports activities to encourage and maintain a proactive healthy lifestyle, recreational activities to foster camaraderie and team building, and spiritual activities to foster one's personal values, among others. The Company provides free primary medical services to Mine Site employees and workers, their dependents and local residents at the Company's own level-one hospital at Semirara Island.

- ii. Show data relating to health, safety and welfare of its employees.

2016 SAFETY DATA

	Mine Site	Power Plant Site
No. of Non-Lost time Accidents, Non-Fatal	<u>75</u>	<u>8</u>
No. of Lost time Accidents, Non-Fatal	<u>11</u>	<u>0</u>
No. of Lost time Accidents, Fatal	<u>0/4*</u>	<u>0/1**</u>
Lost Work Days	<u>62</u>	<u>0</u>
Total Manhours Worked	<u>13,493,937</u>	<u>714,796</u>
Lost Time Injury Rate or Frequency Rate	<u>0.82</u>	<u>0</u>
Severity Rate	<u>4.59</u>	<u>0</u>

**Four (4) fatalities involving contractors at auxiliary facilities*

***One (1) fatality involving a contractor at an auxiliary facility*

	Mining	Power	Corporate Office	Total Workforce
No. of Safety Committee Personnel	<u>73</u>	<u>86</u>	<u>11</u>	<u>170</u>
Total Workforce	<u>3,408</u>	<u>838</u>	<u>181</u>	<u>4,427</u>

List of Benefits to Full-time Employees		
Govt Mandated Benefits	Additional Company Benefits	CBA
SSS Contribution	Life and Accident Insurance	In-House Health Care (R&F)
Pag – Ibig (HDMF) Contribution	Health Care Insurance	1 sack milled rice every 2 mos. (R&F)
Phil Health Contribution	Sick Leave Credits after first year of employment – 15 days after one year	Service Award (R&F)
13 th Month Pay	Vacation Leave Credits after first year of employment – 15 days per year	Bereavement Financial assistance
Maternity Leave – 60 up to 78 days	Free primary medical services to Mine Site workers & their dependents	Emergency leave – 4 days/year

Paternity Leave – 7 days	Bereavement Leave – 4 days per covered family member	Medicine Allowance upon anniversary (R&F, Special Skills)
Solo Parent Leave – 7 days	Medical Allowance	Relocation allowance (upon retirement)
Special Gynecological Surgery Leave Benefits for Women – two months	Free Housing – Mine Site	
Anti-Violence Against Women and Children – 10 days	Free Education (K to 12) for dependents – Mine Site	
Retirement Benefit (RA 7641) – Your Company has a funded, noncontributory defined benefit plan.	Subsidized medicine cost in Company hospital pharmacy – Mine Site	
	Dormitory for Power Plant employees residing more than 36 kms. away from the Plant	
	In-House Health Care clinic – Calaca Plant	
	Free Electricity Allocation (R&F 300MW/mo.; Jr. Staff 600 MW/mo.; Sr. Staff 800MW/mo.) and Water utilities – Mine Site	

iii. State the company's training and development programmes for its employees. Show the data.

The Company's employee development programs focus on training and career development aim to nurture and maximize the full potentials of its human resources. Training programs are designed based on competencies and talent requirements of the individual employees. These training programs under Behavioral Values, Leadership, Quality Management, Environment Health & Safety (EHS) and Professional Development categories are designed to meet specific target objectives towards people and organizational excellence.

Its Talent development programs include trainings, seminars and workshops such as skills upgrade, leadership, short management courses, ISO quality management principles, EHS, risk awareness, sustainability, among others. During the year, EHS initiatives included, among others, Office Safety and Ergonomics training to orient staff regarding workplace safety, and Basic Occupational Safety and Health training for incoming Safety Committee members. Professional development programs also include technical trainings of engineers outside the country.

MINING WORKFORCE 2016 TRAINING HOURS PER CATEGORY PER WORKFORCE LEVEL

Training Category	Executives	Managers	Supervisors	Staff	Total
Environment, Health and Safety	60	376	3,239	10,279	13,954
Leadership Training		82	781	852	1,715
Quality Management Systems Training	120	212	1,400	3,920	5,652
Professional Development	121	198	1,725	1,918	3,962
Behavioral Training		24	556	4,648	5,228
Total No. of Training Hours	301	892	7,701	21,617	30,511
Training Hours per Category %	1%	3%	25%	71%	100%
Number of Mining Workforce	13	34	406	3,136	3,589
Average training hours per level	23	26	19	7	9
Total 2016 Training Spend				P	2,361,411
Total 2016 Training Spend per Mining Workforce				P	658

POWER WORKFORCE 2016 TRAINING HOURS PER CATEGORY PER WORKFORCE LEVEL

Training Category	Executives	Managers	Supervisors	Staff	TOTAL
Professional & Technical Development	16	976	1,947	11,795	14,734
Leadership	48	1,776	1,824	1,712	5,360
Quality Management System	145	1,258	670	1,801	3,874
Environment, Health & Safety	10	528	1,476	9,097	11,111
Behavioral	67	278	206	2,252	2,803
No. of Training Hours	286	4,816	6,123	26,657	37,882
Training Hours per Category %	0.75%	12.71%	16.16%	70.37%	100%
Number of Power Workforce	4	40	59	735	838
Average training hours per level	72	120	104	36	45
Total 2016 Training Spend (Capitalized and Expensed)				P	4,942,044.70
Average Training Cost per Power Workforce				P	5,897

- iv. State the company's reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.

The Company's remuneration philosophy aims to ensure an overall compensation structure that is closely linked to individual performance, Company performance and shareholder value. Its remuneration strategy sets compensation levels that are appropriately competitive in attracting, motivating and retaining competent individuals. Its reward/compensation policy accounts for Company performance based on a Balanced Scorecard (BSC) cascaded to all levels throughout the organization. Performance Objectives, Targets and Programs (OTPs) aligned with the Company's strategic and operational plans of the organization are defined at the beginning of the year throughout the organization. Key Performance Indicators (KPIs) to measure employee engagement in the Company's strategy map are set and agreed with Management. Management conducts performance monitoring through periodic meetings with department heads.

Its talent management program includes a regular review of rewards and benefits through benchmarking of market and industry remuneration data based on compensation surveys. Core values on teamwork, excellence, integrity and professionalism are integrated in its competency-based performance management system. All employees are expected to perform their duties with highest ethical standards and excellence.

- d. What are the company's procedures for handling complaints by employees concerning illegal (including corruption) and unethical behaviour? Explain how employees are protected from retaliation.

For issues raised by employees or other stakeholders, the action taken by the Company will depend on the nature of the concern. The matters raised may be investigated internally or be referred to law enforcement officers. Where the loss is substantial, legal advice should be obtained without delay. Legal advice should also be obtained about prospects for recovering losses, where the perpetrator refuses repayment. Subject to legal constraints, the person who reported the alleged fraud or corruption will receive information about the outcome of any investigation and that the matter has been properly addressed. Reporting of any concern or complaint raised is treated with due care and confidentiality. The Company expressly prohibits retaliation, intimidation, harassment or adverse employment consequences against a person who raises a concern or complaint. It shall investigate and address promptly any concern of reprisal and harassment brought to its attention.

15) DISCLOSURE AND TRANSPARENCY

- a. Ownership Structure

(b) Holding 5% shareholding or more more (as of March 31, 2017)

Shareholder	Number of Shares	Percent	Beneficial Owner
DMCI Holdings, Inc.	601,942,599	56.51%	1. Dacon Corporation holds <u>6,838,807,440</u> shares or <u>51.51%</u> 2. DFC Holdings, Inc. holds <u>2,379,799,910</u> shares or <u>17.92%</u> 3. PCD Nominee Corp. (Foreign) holds <u>1,792,625,227</u> shares or <u>13.50%</u> 4. PCD Nominee Corporation (Filipino) holds <u>1,817,138,108</u> shares or <u>13.69%</u>
PCD Nominee Corp. (Filipino)	<u>160,345,101</u>	<u>14.05%</u>	N/A
Dacon Corporation	<u>134,071,732</u>	<u>12.59%</u>	1. Inglebrook Holdings, Inc. holds 4,086,945 shares or 12.42% 2. Eastheights Holdings, Inc. holds 4,086,945 shares or 12.42% ¹⁰
PCD Nominee Corp. (Foreign)	<u>92,056,684</u>	<u>8.64%</u>	N/A

Name of Senior Management	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
Isidro A. Consunji	<u>6,036</u>	<u>1,169,918</u>	<u>0.11</u>
Victor A. Consunji	<u>36</u>	<u>2,964,724</u>	<u>0.28</u>
Maria Cristina C. Gotianun	<u>357</u>	<u>1,737,943</u>	<u>0.16</u>
<u>George G. San Pedro*</u>	<u>120,090</u>	-	<u>0.01</u>
Jaime B. Garcia	<u>144,108</u>	-	<u>0.01</u>
Junalina S. Tabor	-	-	<u>0.00</u>
Nena D. Arenas	<u>4,000</u>	-	<u>0.00</u>
John R. Sadullo	-	-	<u>0.00</u>
Antonio R. Delos Santos	<u>15,000</u>	-	<u>0.00</u>
Jose Anthony T. Villanueva	<u>750</u>	<u>13,890</u>	<u>0.00</u>
Sharade E. Padilla	<u>3,600</u>	<u>270</u>	<u>0.00</u>
<u>Ruben P. Lozada</u>	118,800	-	0.01
TOTAL	<u>412,777</u>	<u>5,886,745</u>	<u>0.58</u>

**Mr. San Pedro passed away on July 7, 2016.*

b. Does the Annual Report disclose the following:

Key risks	Yes
Corporate objectives	Yes
Financial performance indicators	Yes
Non-financial performance indicators	Yes
Dividend policy	Yes
Details of whistle-blowing policy	Yes

¹⁰ Other beneficial owners of Dacon Corporation with the same number of shares are Gulfshore Inc., Valemount Corporation, Chrismon Investment Inc., Jagjit Holdings, Inc., La Lumiere Holdings, Inc., Rice Creek Holdings, Inc. while Double Spring Investments Corporation holds 114,429 shares or .34% of the issued and outstanding shares.

Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	Yes
Training and/or continuing education programme attended by each director/commissioner	Yes
Number of board of directors/commissioners meetings held during the year	Yes
Attendance details of each director/commissioner in respect of meetings held	Yes
Details of remuneration of the CEO and each member of the board of directors/commissioners	No, Remuneration is disclosed as part of a group total in compliance with SEC reporting format.

Should the Annual Report not disclose any of the above, please indicate the reason for the non-disclosure.

c. External Auditor's fee

Name of auditor	Audit Fee	Non-audit Fee
SGV & Co.	<u>PHP6.0 M, incl. Subsidiaries' audit fees of PHP3.4 M</u>	<u>PHP 89,600</u>

d. Medium of Communication

List down the mode/s of communication that the company is using for disseminating information.

- a) **Announcements/updates or disclosures**
- b) **Quarterly/annual regulatory reporting**
- c) **Email**
- d) **Company Website**
- e) **Written correspondence**

e. Date of release of audited financial report:

February 23, 2017

f. Company Website

Does the company have a website disclosing up-to-date information about the following?

Business operations	Yes
Financial statements/reports (current and prior years)	Yes
Materials provided in briefings to analysts and media	Yes
Shareholding structure	Yes
Group corporate structure	Yes
Downloadable annual report	Yes
Notice of AGM and/or EGM	Yes
Company's constitution (company's by-laws, memorandum and articles of association)	Yes

Should any of the foregoing information be not disclosed, please indicate the reason thereto.

g. Disclosure of RPT

Related Party Transactions are disclosed in detail in the Notes to Financial Statements of the Company's audited financial statements.

RPT	Relationship	Nature	Value
<i>Refer to Notes to Financial Statements of the Company's audited financial statements.</i>			

When RPTs are involved, what processes are in place to address them in the manner that will safeguard the interest of the company and in particular of its minority shareholders and other stakeholders?

The Company's Independent Directors are required to review material/significant RPTs that meet the threshold levels stipulated by regulatory rules and requirements on RPTs, as well as the guidelines of the RPT Policy, in order to determine whether RPTs are in the best interests of the Company and Shareholders.

The Board-approved Policy sets out the guidelines, categories and thresholds requiring review, disclosure and prior approval by the Board of Directors or Shareholders of such transactions. It also defines RPTs deemed to be pre-approved by the Board in accordance with the Company's Board-approved Table of Authorities. It provides guidelines on the identification, review and approval of RPTs. It is the Company's policy that RPTs are arms-length and at terms generally available to an unaffiliated third party under the same or similar circumstances. There must be a compelling business reason to enter into such a RPT, taking into account such factors as expertise of related party, cost efficiency, among others. All RPTs shall be disclosed to the Audit Committee and any material RPT shall be disclosed to the Board. The Audit Committee assists the Board in its review of RPTs. The Audit Committee's quarterly review of the financial statements includes related party accounts to ensure that RPTs are fair to the Company, conducted at arms' length terms and considered such factors as materiality, commercial reasonableness of the terms and extent of conflict of interest, actual or apparent, of the related party, as defined by the policy, participating in the transaction.

16) RIGHTS OF STOCKHOLDERS

1) Right to participate effectively in and vote in Annual/Special Stockholders' Meetings

(a) Quorum

Give details on the quorum required to convene the Annual/Special Stockholders' Meeting as set forth in its By-laws.

Quorum Required	Majority of the Issued & Outstanding Capital Stock
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(b) System Used to Approve Corporate Acts

Explain the system used to approve corporate acts.

System Used	Votation
Description	Show of hands at the Board level; by poll voting at the 2016 ASM

(c) Stockholders' Rights

List any Stockholders' Rights concerning Annual/Special Stockholders' Meeting that differ from those laid down in the Corporation Code.

Stockholders' Rights under The Corporation Code	Stockholders' Rights <u>not</u> in The Corporation Code
Right to Notice of Meeting	As listed company notice to stockholders are sent at least 15 trading days prior to the scheduled stockholder's meeting
Right to Vote in person or proxy	Adopts guidelines on voting in person or proxy under SRC Rule 20
Appraisal Right	N/A
Under certain conditions the Right to Petition the SEC to call for a stockholders' meeting	N/A
Right to participate in decisions concerning fundamental corporate changes such as amendments to the Company's constitution, authorization of additional shares and transfer or sale of all or substantially all of the Company's assets, sale of a business unit or subsidiary that accounts for a majority portion of the Company's assets	N/A
Right to inspect corporate books and records	N/A
Right to information	N/A
Right to dividends	N/A

Dividends

Declaration Date	Record Date	Payment Date
<u>April 29, 2016 /Cash</u>	<u>May 17, 2016</u>	<u>May 27, 2016</u>

(d) Stockholders' Participation

1. State, if any, the measures adopted to promote stockholder participation in the Annual/Special Stockholders' Meeting, including the procedure on how stockholders and other parties interested may communicate directly with the Chairman of the Board, individual directors or board committees. Include in the discussion the steps the Board has taken to solicit and understand the views of the stockholders as well as procedures for putting forward proposals at stockholders' meetings.

Measures Adopted	Communication Procedure
Notice of Annual or Special Meeting are promptly disclosed to the Philippine Stock Exchange and immediately posted in the Company's website. This will allow the stockholders to be notified ahead of the actual mailing of Definitive Information Statement (including notice). Included in the documents sent out to stockholder is a sample copy of the proxy which stockholders may use in order for them to participate thru proxy, if they so wish.	There is no strict procedure adopted by the Company regarding matter in which communications from stockholder are sent. Any communications properly addressed will reach the addressee. Proposal or concerns of stockholders when appropriate will be taken up by the Company's Board.

Note these documents that are sent out are likewise posted and disclosed at the Exchange.	
Corporation has put a website with contact details for shareholders' concerns.	Communications with shareholders may be done by phone and thru email to investor_relations@semirarampc.com
During stockholders meeting, stockholders after the agenda item of Management Report, stockholders are given an opportunity to raise questions, clarification and other matters of concerns.	Communication is made verbally but if the stockholders wishes may later be put down in writing.

2. State the company policy of asking shareholders to actively participate in corporate decisions regarding:
 - a. Amendments to the company's constitution
 - b. Authorization of additional shares
 - c. Transfer of all or substantially all assets, which in effect results in the sale of the company

The Company promotes a culture of transparency with protection and equal respect of shareholder/investor rights embodied in its Revised Code of Corporate Governance. It follows the rules under the Corporation Code whereby shareholders can vote on the items presented for their approval at stockholders' meetings. Shareholder rights include their participation in decisions concerning fundamental corporate changes such as amendments to the Company's constitution, authorization of additional shares and transfer or sale of all or substantially all of the Company's assets, sale of a business unit or subsidiary that accounts for a majority portion of the Company's assets.

3. Does the company observe a minimum of 21 business days for giving out of notices to the AGM where items to be resolved by shareholders are taken up?
Yes, the Company observes a minimum 21 business days disclosure or announcement of its Notice of AGM and items to be resolved by shareholders.

- a. Date of sending out notices: ***February 23, 2016***
- b. Date of the Annual/Special Stockholders' Meeting: ***May 2, 2016***

4. State, if any, questions and answers during the Annual/Special Stockholders' Meeting.

After the delivery of the Management Report, the Chairman welcomed shareholders' queries and/or clarifications on the Management Report. However, there were no questions or clarifications raised by the shareholders and other attendees.

5. Result of Annual/Special Stockholders' Meeting's Resolutions

Resolution	Approving	Dissenting	Abstaining
Approval of Previous Minutes of Stockholders Meeting held on May 4, 2015	<u>833,346,624</u> or 100%	none	none
Approval of Management Report	<u>832,595,624</u> or 99.91%	none	<u>750,600</u>
Ratification of Acts of Officers & Board of Directors in 2015	<u>832,595,624</u> or 95.91%	none	<u>750,600</u>
Appointment of External Auditor	<u>833,346,224</u> or 100%	none	none

1. Date of publishing of the result of the votes taken during the most recent AGM for all resolutions:
The results of votes on the approved items were taken during the recent ASM for all resolutions were disclosed immediately and simultaneously to SEC and PSE on May 2, 2016. The same was posted in

the Company's website on same date.

(e) Modifications

State, if any, the modifications made in the Annual/Special Stockholders' Meeting regulations during the most recent year and the reason for such modification:

Modifications	Reason for Modification
None	Not Applicable

(f) Stockholders' Attendance

(i) Details of Attendance in the Annual/Special Stockholders' Meeting Held:

Type of Meeting	Names of Board members / Officers present	Date of Meeting	Voting Procedure (by poll, show of hands, etc.)	% of SH Attending in Person	% of SH in Proxy	Total % of SH attendance
Annual	Isidro A. Consunji, Victor A. Consunji, Cesar A. Buenaventura, Jorge A. Consunji, Maria Cristina C. Gotianun, Ma. Edwina C. Laperal, Josefa Consuelo C. Reyes, Herbert M. Consunji, <u>Victor C. Macalincag*</u> , John R. Sadullo, Jaime B. Garcia, Junalina S. Tabor, Jose Anthony T. Villanueva, Antonio R. Delos Santos, Sharade E. Padilla	May 2, 2016	Poll balloting	<u>3.25%</u>	<u>74.72%</u>	<u>77.97%</u>
Special	N/A					

**Mr. Macalincag passed away on March 30, 2017.*

(i) Does the company appoint an independent party (inspectors) to count and/or validate the votes at the ASM/SSMs?

Yes, the Company appointed SGV & Co. as the independent body to count and validate votes at the ASM.

(ii) Do the company's common shares carry one vote for one share? If not, disclose and give reasons for any divergence to this standard. Where the company has more than one class of shares, describe the voting rights attached to each class of shares.

Yes, one vote for one share.

(g) Proxy Voting Policies

State the policies followed by the company regarding proxy voting in the Annual/Special Stockholders' Meeting.

	Company's Policies
Execution and acceptance of proxies	Company adopts SRC Rule 20 (b).

Notary	Proxy need not be notarized except when in the form of a Corporate Secretary Certificate for corporate stockholders.
Submission of Proxy	Submitted not later than 10 days from date of meeting.
Several Proxies	Company adopts SRC Rule 20 (11) (b).
Validity of Proxy	Only for meeting at hand except when provided in a statement in the proxy but not more than 5 years from the date of the proxy.
Proxies executed abroad	Must be duly authenticated by the Philippine Embassy or Consular Office.
Invalidated Proxy	Non recognition of votes, stockholder is informed of such fact.
Validation of Proxy	Performed by a committee of inspectors appointed by the Board of Directors.
Violation of Proxy	Results to invalidation of votes.

(h) Sending of Notices

State the company's policies and procedure on the sending of notices of Annual/Special Stockholders' Meeting.

Policies	Procedure
Sent at least 15 trading days prior to date of meeting together with SEC Form 20-IS, Audited Financial Statement and Mini-Annual Report	By registered mail

(i) Definitive Information Statements and Management Report

Number of Stockholders entitled to receive Definitive Information Statements and Management Report and Other Materials	<u>677</u> as of Record Date.
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by market participants/certain beneficial owners	Actual distribution is made by <u>the Company via registered mail</u>
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by stockholders	April 6, 2016
State whether CD format or hard copies were distributed	All copies sent are printed copies
If yes, indicate whether requesting stockholders were provided hard copies	Not Applicable

(j) Does the Notice of Annual/Special Stockholders' Meeting include the following:

Each resolution to be taken up deals with only one item.	Yes
Profiles of directors (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) nominated for election/re-election.	Yes

The auditors to be appointed or re-appointed.	Yes
An explanation of the dividend policy, if any dividend is to be declared.	<u>Yes</u>
The amount payable for final dividends.	<u>Yes</u>
Documents required for proxy vote.	Yes

Should any of the foregoing information be not disclosed, please indicate the reason thereto.

2) Treatment of Minority Stockholders

(a) State the company's policies with respect to the treatment of minority stockholders.

The Company promotes a culture of transparency with protection and equal respect of shareholder/investor rights embodied in its Revised Code of Corporate Governance. As such, Minority rights as embodied in the Corporation Code allows them to the right to cumulate their votes for election of directors and the right to nominate directors, among others.

Policies	Implementation
See above policy.	

(b) Do minority stockholders have a right to nominate candidates for board of directors?

Yes.

17) INVESTORS RELATIONS PROGRAM

1) Discuss the company's external and internal communications policies and how frequently they are reviewed. Disclose who reviews and approves major company announcements. Identify the committee with this responsibility, if it has been assigned to a committee.

The Legal Department, through proper disclosure of material information as defined under Rules of Disclosure of the Philippine Stock Exchange, is tasked to communicate said material information in the form of disclosure statements posted at the Exchange. The content of the disclosures are based on resolutions already approved by the Board of Directors during their meetings. The CEO reviews and approves major company announcements.

Corporate information is communicated in a timely and transparent manner to individual and institutional investors (shareholders) by timely and adequate disclosures through announcements, quarterly or annual reporting, Company website and investor relations activities such as analyst briefings and media/press conferences. The Company also partners with media in informing stakeholders of timely business developments or on an as-need basis.

2) Describe the company's investor relations program including its communications strategy to promote effective communication with its stockholders, other stakeholders and the public in general. Disclose the contact details (e.g. telephone, fax and email) of the officer responsible for investor relations.

	Details
(1) Objectives	To provide knowledge, understanding & transparency of the Company's business, operating and financial condition to the investing public.
(2) Principles	To sustain investor confidence, the Company maintains a policy of open and constant communication and disclosure of its activities, subject to insider information guidelines and other pertinent Company policies.

(3) Modes of Communications	One-on-one meetings, regular and special analysts and investor briefings, joint media briefings/press releases with parent,, investor conferences hosted by fund managers or institutional investors (local and foreign), non-deal roadshows with parent, conference calls, emails, hosting of site visits, disclosures to PSE/SEC, and company website.
(4) Investors Relations Officer	Sharade E. Padilla Tel. +632 8883644 Fax +632 8883553 Email : investor_relations@semirarampc.com

3) What are the company’s rules and procedures governing the acquisition of corporate control in the capital markets, and extraordinary transactions such as mergers, and sales of substantial portions of corporate assets?

The Company is essentially an operating company, not a holding company, with its primary purpose to engage in mining of coal and other minerals. While its secondary purpose per its Articles of Incorporation is to acquire and take over all or any part the business, goodwill, property and others, it has not however sought to do so. The Board has established decision authority policies on limits, levels of authorization and nature of transactions, of which the latter include investment and divestment activities, among others. Furthermore, shareholder rights include their participation in decisions concerning fundamental corporate changes such as transfer or sale of all or substantially all of the Company’s assets, sale of a business unit or subsidiary that accounts for a majority portion of the Company’s assets, among others.

Name of the independent party the board of directors of the company appointed to evaluate the fairness of the transaction price.

Not Applicable.

18) CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

Discuss any initiative undertaken or proposed to be undertaken by the company.

Semirara Mining and Power Corporation answers the call to achieve sustainable development towards building an inclusive, sustainable, and resilient future of our people and the planet. The company’s corporate sustainability and social programs and initiatives are aligned with the United Nations 17 Sustainable Development Goals.

United Nations 17 Sustainable Development Goals

<u>1. NO POVERTY</u>	The Company created economic contributions by: <ul style="list-style-type: none"> • <u>Generating employment opportunities to local residents in host communities</u> • <u>Opening up new markets for local suppliers</u> • <u>Supporting livelihood programs of local fisherfolk</u> <u>Over Php1 billion mining royalty payments were remitted to local government units in 2016.</u>
<u>2. NO HUNGER</u>	<u>Through partnerships with Barangay Health Workers and non-profit organizations, feeding programs in local barangays and public schools were mounted.</u>

	<p><u>The Company continues to support deep-sea fishing operations of the fishing association in Semirara Island, which the company helped organize years ago.</u></p>
<p><u>3. GOOD HEALTH AND WELL-BEING</u></p>	<p><u>The Company's health facility hospital in Semirara Island provides access to essential health services to its workforce and the communities in the municipality of Caluya.</u></p> <p><u>Some of the programs organized for employees and host communities:</u></p> <ul style="list-style-type: none"> • <u>Holistic health programs</u> • <u>Medical missions</u> • <u>Basic life and medical support trainings</u> • <u>Blood donation projects</u>
<p><u>4. QUALITY EDUCATION</u></p>	<ul style="list-style-type: none"> • <u>Strategic partnership with Semirara Training Center, Inc. to train its local residents to build sustainable and competent skills-based assets</u> • <u>Teacher training workshops to help improve the English proficiency of the communities' educators.</u> • <u>In partnership with the Department of Education, Culture and Sports, the total number of classrooms donated as of 2016 already reached 203 located in host communities to address shortage in classrooms.</u>
<p><u>5. GENDER EQUALITY</u></p>	<p><u>The company's employment policies do not tolerate any forms of discrimination and harassment on the basis of gender, race, skin color, religion, age, or disability, whether in the workplace or outside work hours.</u></p> <p><u>In 2016, the total women in our workforce increased to 9% from 2015's 7%.</u></p>
<p><u>6. CLEAN WATER AND SANITATION</u></p>	<p><u>The company has its own composting facility that converts biodegradable waste collected from the company housing area, offices, and reforestation activities.</u></p> <p><u>There's an ongoing construction of a water desalination plant that aims to secure water resource and provide access to safe and affordable drinking water to employees and residents of Semirara Island.</u></p> <p><u>There are also clean-up drives along the coastlines of various barangays and an Adopt-A-River project for Kaong and Dacanlao rivers.</u></p>
<p><u>7. AFFORDABLE AND CLEAN ENERGY</u></p>	<p><u>The company continues to provide Semirara Island's communities with an affordable and stable supply of energy.</u></p> <ul style="list-style-type: none"> • <u>Electricity rates are the cheapest nationwide, at least Php 3 lower than the country's highest electricity rate.</u>

	<ul style="list-style-type: none"> • <u>Solar-powered LED streetlights were installed along the roads of Barangays Baclaran and Dacanlao in Calaca, Batangas.</u>
<u>8. DECENT WORK AND ECONOMIC GROWTH</u>	<p><u>The company's commitment to high-value employment resulted in a 4,427 strong total workforce nationwide.</u></p> <p><u>It remains as the single biggest employer in Semirara Island, with the mine site workforce amounting to nearly 20% of the island's population.</u></p> <p><u>Mine site payroll amounted to Php1.29B in 2016, or 44% increase from 2015's Php895.85 million.</u></p>
<u>9. INDUSTRY, INNOVATION AND INFRASTRUCTURE</u>	<p><u>The company is the country's only vertically integrated coal energy enterprise.</u></p> <p><u>The new investment in Power uses Circulating Fluidized Bed (CFB) technology or clean coal technology designed with lower SOx and NOx emissions.</u></p> <p><u>The bottom ash disposal was converted from wet to dry system. Some of the dry bottom was donated as substitute for sand in manufacture of concrete hollow blocks (CHB).</u></p>
<u>10. REDUCED INEQUALITIES</u>	<p><u>Through our poverty alleviation efforts and mining royalty payments, the company helped in elevating Caluya from being a fourth class municipality in 2004 to a first-class municipality in 2007 and maintained this status to present.</u></p>
<u>11. SUSTAINABLE CITIES AND COMMUNITIES</u>	<p><u>The Company strives to mitigate the effects of its business operations, and to continually push for its host communities' self-sufficiency in close partnership with the local government units to align the Company's sustainable development and management programs and initiatives with the Barangay Development Plans.</u></p>
<u>12. RESPONSIBLE CONSUMPTION AND PRODUCTION</u>	<ul style="list-style-type: none"> • <u>Constant monitoring and assessment for the continual improvement of our operational systems, streamline our processes, mitigate risks, and promote corporate responsibility and good governance.</u> • <u>The Company continues to be in conformance with international standards — ISO 19001, ISO 14001 and OHSAS certifications.</u>
<u>13. CLIMATE ACTION</u>	<ul style="list-style-type: none"> • <u>Inland reforestation and mine rehabilitation</u> • <u>Protection of naturally-grown mangroves and expansion.</u> • <u>The Company's Environmental Management System and procedures are in conformance</u>

	<p><u>with international standards</u></p> <ul style="list-style-type: none"> • <u>Implement of medium- and long-term carbon sequestration programs</u>
<u>14. LIFE BELOW WATER</u>	<ul style="list-style-type: none"> • <u>The Semirara Marine Hatchery and Laboratory was created to restore and rehabilitate marine life in and around Semirara Island</u> • <u>Successful propagation of endangered giant clam species, the Tridacna gigas</u> • <u>Ongoing reef rehabilitation through coral fragments and sea grasses transplantation.</u> • <u>Initiated and supported a marine biological survey in Semirara Island to establish another Marine Protected Area in Barangay Tinogboc, among others.</u>
<u>15. LIFE ON LAND</u>	<ul style="list-style-type: none"> • <u>Reforestation and rehabilitation efforts to the areas affected by the Company's mining operation and other areas with sparse vegetation around it</u> • <u>4,669,535 trees, shrubs and plants were planted all over Semirara Island</u> • <u>11% of the total island area has now been reforested by the Company</u> • <u>Different species of grass and ornamental plants were planted around the island to prevent soil erosion</u>
<u>16. PEACE, JUSTICE AND STRONG INSTITUTIONS</u>	<ul style="list-style-type: none"> • <u>Full commitment and adherence to the Company's Code of Conduct and strong corporate governance for sound and uncompromising stance on ethics, justice and human rights.</u> • <u>The Company promotes the use of alternative dispute resolution (ADR) options and processes in the settlement of conflicts or issues, if any, with our various stakeholders.</u> • <u>The Company conducts public consultation and negotiate concessions with land occupants affected by the Company's mining activities.</u> • <u>The Company provides relocation areas for the displaced community with consideration, including ready housing and resources to support their livelihood. SMPC continues to engage in dialogues with the affected residents for resolution of the issues.</u>
<u>17. PARTNERSHIPS FOR THE GOALS</u>	<p><u>Multi-stakeholder partnerships</u></p> <ul style="list-style-type: none"> • <u>The company works in close partnership with the Department of Energy and Department of Environmental and Natural Resources for the achievement of energy sufficiency at least cost of energy, and in the protection of the environment and well-being of our direct host communities.</u> • <u>The company partners with the local government units, community organizations, other regulators and sectoral stakeholder</u>

	<p><u>groups, to identify social needs and existing resources to deliver community projects and achieve actionable targets and goals for sustainable development</u></p> <p><i>Technology</i></p> <ul style="list-style-type: none"> • <u>The company collaborated with private entities and provided resources to enable and support access to internet, information and communications technology, science and banking services for the host community in Semirara Island, despite its isolation and distance from key economic areas.</u>
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Semirara Mining and Power Corporation :

Initiative	Beneficiary
<u>Power distribution and consumption on Semirara Island</u>	<p style="text-align: center;">ELECTRIFICATION</p> <p><u>Semirara Mining & Power Corporation still is the only power generation utility in the island that provides electricity for mining operation and also the communities.</u></p> <p><u>At Php5.60/Kwh only, people in the communities still enjoy the cheapest electricity in the whole country.</u></p> <p><u>The company's generation cost for a kilowatt-hour of electricity is Php5.04, but ANTECO (Antique Electric Cooperative) pays only the company at Php2.50/Kwh. The remaining cost for generation was subsidized by the company.</u></p> <p><u>In 2016, the total amount subsidized was Php8,900,203.00 for a total consumed electricity of 3,560,081.2kilowatt-hour by the communities (excluding company housing).</u></p>
<u>Infrastructure support to local communities</u>	<p style="text-align: center;">ECONOMIC EMPOWERMENT</p> <p><u>Nine (9) houses completed construction on April 2016 for the indigents of Sitio Villaresis, Brgy. Semirara. The company provided all construction materials needed, while the beneficiaries do the construction of their houses.</u></p> <p><u>During construction activities, LGU-Semirara provided four (4) skilled carpenters and two (2) carpenters to assist the indigents.</u></p> <p><u>Barangay Semirara also gave Php100/day per indigent for every day that they were doing construction as "food for work" assistance since the indigents can no longer work for their subsistence.</u></p> <p><u>A total amount of Php 1,410,345.00 (2016 only) was spent by the company for this project.</u></p>

Initiative	Beneficiary
<p><u>Deap-Sea fishing project</u></p>	<p><u>Deep-sea fishing project was the first livelihood project implemented by SMPC aimed to provide livelihood for local fishermen in Semirara Island and become a cheap source of food supply in the market.</u></p> <p><u>They grouped themselves into an association named Semirara Fishermen Association (SEMFA) in 2000 and they currently have a total of 7 fishing outfits.</u></p> <p><u>Another fishing association were organized in 2008 in Sitio Villaresis, named COMREL. At present there are 2 Comrel fishing boat still operational.</u></p> <p><u>SEMFA has a combined fish catch for 2016 of 104.56 tons while COMREL has 10,100 tons.</u></p> <p><u>In 2016, the company donated P2M for the purchase of 1 unit of Fishing Boat with complete fishing gears & paraphernalia as livelihood support for the fishermen of Banwa, Barangay Semirara.</u></p>
<p>EDUCATION & SKILLS TRAINING</p>	
<p><u>Semirara Training Center, Inc. (STCI)</u></p>	<p><u>From its inception, the training center registered a total enrollees of 1,580 until SY 2015-2016. From that total enrolled trainees, 76% or 1,202 successfully completed the trainings.</u></p> <p><u>This school year, SY 2016-2017, STCI has a total enrollees of 135 students. Depending on the course, students will have 3-6 months In-school training and another 1 ½ months to 6 months On-the-Job Training.</u></p> <p><u>STCI served as a tool to provide opportunities for local residents of Semirara to be employed in the company. From 2006 to present, 698 students from Semirara Island and nearby islands enrolled in various courses offered by the school. Most of them took courses on Welding (SMAW), Automotive Servicing, Machine Shop Practice, Industrial Electricity and Mobile Equipment Servicing Technology.</u></p>
<p><u>Divine Word School of Semirara Island, Inc. (DWSSII)</u></p>	<p><u>This school year 2016-2017, DWSSII enrollees are: CDC – 156, Grade School – 460, Junior High School – 303, and Senior High School – 87, for a total enrollees of 1,006 students.</u></p> <p><u>Total expenses of the company for tuition fees only of the dependents studying in DWSSII reached a total of Php24,647,189.59.</u></p>
<p><u>K-12 education</u></p>	<p><u>This School Year 2016-2017, Divine Word School of Semirara Island, Inc. (DWSSII) opened its Senior High School in compliance to DepEd’s K-12 program.</u></p> <p><u>STCI and DWSSII work hand-in-hand to provide effective and hands-on training for 87students enrolled in Grade 11 who chose the Science, Technology, Engineering and Mathematics (STEM) academic track.</u></p>

Initiative	Beneficiary
<p><u>Classrooms and other support infrastructure</u></p>	<p><u>A new classroom was constructed and completed on September 2016 for Bunlao Elementary School to serve as a faculty and computer laboratory room. The classroom used by Kinder class was repaired and refurbished to be used by 36 pupils.</u></p> <p><u>The company also started construction of a 2-classroom building for Bunlao Day Care Center last October 2016 and projected to be completed before February 2017.</u></p> <p><u>A total of Php659,811 was spent for Bunlao Elementary School and Php 1,086,061.73 for Bunlao Day Care Center.</u></p>
<p>ENVIRONMENTAL STEWARDSHIP</p>	
<p><u>Establishment of Marine Protected Areas (MPAs)</u></p>	<p><u>The team of Dr. Angel Alcala from Siliman University conducted a survey in the whole coastal area of Semirara Island in 2015. Representatives from barangays of Tinogboc and Alegria joined in the survey and assisted SUACKREM marine biologist to conduct a study of their seawater and to locate possible areas to be declared as marine protected areas.</u></p> <p><u>Although approved in the barangay level, the approval of the Sangguniang Bayan will signal the full implementation of the MPAs in Tinogboc and Alegria which will hopefully be achieved in the first quarter of 2017.</u></p>
<p><u>Semirara Marine Hatchery Laboratory</u></p>	<p><u>Giant Clams</u></p> <p><u>Ongoing propagation and culture of giant clams successfully propagated the seven (7) species of giant clams, from January to December, a total of eight (8) sessions of in-situ induced spawning of giant clams at Tabunan Beach Front was successfully conducted while ten (10) sessions of ex-situ induced spawning of giant clams was also done successfully.</u></p> <p><u>They were able to do the first cross-breeding of Tridacna gigas and Tridacna squamosa last March 22, 2016.</u></p> <p><u>They have also successfully transferred 3,720 pieces of juvenile giant clams from concrete slabs to Ocean Nursery Garden established at Aplaya Cove last November 10, 2016.</u></p> <hr/> <p><u>Pearl Oyster</u></p> <p><u>Last April 23, 2016 they conducted an initial harvest of 150 pieces of Pearl Oysters (Ptera penguin) implanted with half-round nucleus for Half/Mabe/Blister Pearl.</u></p>

Initiative	Beneficiary
	<p><u>Abalone</u></p> <p><u>Marine biologists are doing propagation and culture of abalone (Haliotis asinine). Before the end of 2016, the hatchery has a total brood stock of 420 pieces male and 410 pieces female, juveniles of 3,486 pieces and grow-out of 3,200 pieces for a total population of 7,516 abalone.</u></p> <p><u>From January to December 2016, marine biologists successfully conducted three (3) sessions of natural spawning of abalone and they were able to collect about 1,952,100 larvae, now stocked in three (3) raceway tanks.</u></p> <p><u>Sea Turtles</u></p> <p><u>Last November 5, 2016, the Semirara Marine Hatchery and Laboratory personnel excavated the 3rd sited sea turtle's eggs and transferred 164 pieces of eggs to the incubator, 110 eggs hatched and 94 hatchlings survived in the raceway tank.</u></p> <p><u>The 1st sited sea turtle in the area also laid eggs, it was excavated last November 26, 2016 and 110 pieces hatched, hatchlings were transferred in the raceway tanks.</u></p> <p><u>Reef Rehabilitation</u></p> <p><u>Three (3) batches of coral fragments transplantation were successfully done by SMHL staff for a total of 722 coral fragments on which 135 pieces are stocked in the raceway. 587 pieces were already transferred from raceway to Tabunan Cove adding to a total of around 1,196 pieces of transplanted coral fragments reseeded or stocked in the cove.</u></p> <p><u>Marine Biology Project (MBP) also conducted seagrass transplantation of two (2) different species of seagrass, the Enhalus acoroides and Thalassia hempricii, both are very common seagrasses found in Semirara. 12 pieces of sand-filled sacks were planted by Enhalus acoroides and 7 pieces of half-cutted containers filled with sand were planted of Thalassia hempricii. The seagrasses are now stocked at the raceway tanks.</u></p>
<p><u>Inland reforestation and mangroves area development</u></p>	<p><u>Before the end of 2016, Reforestation team planted 220,847 hills of beach forest species; 14,151 hills of upland forest species; 419 hills of introduced species and 1,188 hills of agro-forest species (mango & tamarind), for a total of 236,605 hills. The team also planted 683,920 hills of various species of grass family (bamboo, ragayray, vetiber, frog grass, creeping peanuts & carabao grass) to protect the ground against soil erosion and prevent dust.</u></p> <p><u>Total mangroveS planted and maintained by the reforestation team reached a total of 647,687 hills (survived) for an area of 196.43 hectares.</u></p> <p><u>Reforestation personnel harvested a total of 1,631 kilos of pomelo from its agro-forest area in Sitio Balibago, Semirara.</u></p>

Initiative	Beneficiary
<u>Solid Waste Management</u>	<p><u>In 2016, the total collected residual waste in Semirara was 1,145.85 tons. Total collected recyclable waste was 84.96 tons and biodegradable waste was 240.34 tons.</u></p> <p><u>The company's composting facility was able to produce a total of 132.26 tons which was then used in vegetable gardens, landscaping activities, and reforestation efforts.</u></p>
COMMUNITY EMERGENCY PREPAREDNESS	
<u>Training on emergency management and response</u>	<p><u>The company spearheaded the creation of Semirara Island Emergency Action Group (SIEAG). Started in 2015, series of training workshops for the management group were done to prepare barangay leaders to manage disaster emergencies.</u></p> <p><u>In October 2016, management teams meet again to finalize coordination during emergencies and also activate the Incident Command Post for the island.</u></p> <p><u>Barangay Disaster and Risk Reduction Council were also activated.</u></p> <p><u>First Responders team were trained on Water Search and Rescue Operations (WASAR) including various drills to respond during fire, earthquake and storm surge situations.</u></p> <p><u>This was participated by 57 participants for Management Group (Semirara-10, Alegria-10, LGU-10, Tinogboc-10 & SMPC-17).</u></p> <p><u>For the responders, 165 volunteers attended the workshop and drills (Semirara-37, Alegria-27, Tinogboc-24 & SMPC-77).</u></p>
OTHERS: COMMUNITY MEDICAL AND HEALTH SUPPORT	
<u>Company-operated infirmary serves employees, their dependents and community members</u>	<p><u>Twenty-seven (27) personnel operates the infirmary: 5 medical doctors who are on call at any day, 2 dentists, 2 medical technologists, 1 X-ray technologist, 1 radiologic technologist, 8 nurses, 1 midwife, 3 nurse aids who also serves as pharmacy assistants, 1 records clerk, and 3 institutional workers.</u></p> <p><u>To ensure that pregnant mummies deliver their babies healthy, a sonologist from Manila visits Semirara every month to conduct ultrasounds.</u></p> <p><u>The medical facility acquired additional/new equipment, the Mobillette Mira Digital X-ray Machine.</u></p> <p><u>The facility personnel still do its regular activities for employees for their mandated Annual Physical Exams (APE) that include medical and dental check-ups. Basic Life Support trainings for employees are also done at the Semirara Hospital.</u></p> <p><u>In 2016, the total accommodation of the infirmary totaled 11,616 consultations, 3,989 of this are employees, 3,936 for dependents and 3,691 are patients from the communities. 120 infants were successfully delivered at the infirmary.</u></p>

Sem-Calaca Power Corporation and Southwest Luzon Power Generation Corporation (Subsidiaries) :

Initiative	Beneficiary
Education and Skills Training	<p><u>Skills Training</u></p> <ol style="list-style-type: none"> 1. <u>Electrical Installation and Maintenance - 22</u> 2. <u>Shielded Metal Arc Welding – 45</u> 3. <u>Software</u> <p><u>Teacher Trainings</u></p> <ol style="list-style-type: none"> 1. <u>English Proficiency Lecture - 160</u> 2. <u>Teaching Science through Interactive Approaches Seminar/Workshop - 48</u> 3. <u>Training of Teachers on how to operate the ID System with SMS Feature</u> <ol style="list-style-type: none"> 1. <u>Lecture on How to Become a Champion Learner</u> <u>St. Raphael Archangel Parochial School – 20 students</u> <u>Calaca Academy – 20 students</u> <u>St. Paul Balayan – 80 students</u> <u>ICC Balayan - 40 students</u> <u>OLCA Taal – 40 students</u> 2. <u>Sponsorship of a Travelling Science Exhibit in partnership with Philippine Science Centrum in St. Paul Balayan - various schools in Balayan</u> 3. <u>Sponsorship of a School ID System with Short Message Service feature - Dacanlao G. Agoncillo National High School (DGANHS)</u> 4. <u>Donation of two (2) units Digital LED Projector - DGAHNS</u> 5. <u>Facilitated the donation of LCD projector from a supplier (BRAAMD Incorporated) – Madalunot Elementary School in Calaca</u> 6. <u>Donation of garbage drums, sacks of garden soil, scrap wind break screen and vermiworms in support of the “Gulayan sa Paaralan Program” of Gregorio Paradero ES, Dacanlao G. Agoncillo ES and DGANHS</u> 7. <u>Sponsorship of Disaster Preparedness and Emergency Response Seminar Training for Brqys. San Rafael, Dacanlao, and Baclaran</u>
Infrastructure support	<p><u>School facilities</u></p> <ol style="list-style-type: none"> 1. <u>Completion of roofing works of the stage of Putol Elementary School</u> 2. <u>Donation of two (2) dumptrucks of bottom ash for the feeding room of Dacanlao G. Agoncillo ES</u> <p><u>Host Barangays</u></p> <ol style="list-style-type: none"> 1. <u>Construction of trusses and purlins of the roof for the Chapel of Barangay Durungao in Balayan</u> 2. <u>Donation of five (5) pieces of tarpaulin in celebration of the Fire Prevention Month to the Bureau of Fire Protection in Balayan</u> 3. <u>Donation of backfill materials and 200 pieces of concrete hollow block for the repair of the chapel in Sitio Matala, Barangay Cahil</u> 4. <u>Donation of twenty (20) cases of beer in cans at “Parada ng Lechon” Balayan Town Fiesta 2016</u> 5. <u>Participation in CALACATCHARA “Float Parade” in celebration of CALACA Atchara Festival 2016 and the 180th Founding Anniversary of Saint Rafael Parish and Archdiocesan Shrine</u>

	<ol style="list-style-type: none"> 6. <u>Donation of fly ash at San Jose Church in Taal, Batangas for their restoration project to retain the church's antiquity</u> 7. <u>Donation of six (6) gallons of flat latex, four (4) gallons of epoxy primer & used conveyor belt to Barangay Baclaran</u> 8. <u>Donation of three (3) gallons of flat white paint to Barangay Coral ni Lopez</u> 9. <u>Donation of 400 concrete hollow blocks to Barangay Sinisian in Calaca for their slope protection project</u> 10. <u>Donation of twenty (20) pcs of pipe for water system extension to Brgy. Cahil</u> 11. <u>Sponsorship of gift-giving activity for the Christmas Party of Barangay San Rafael</u>
<p>Health</p>	<ol style="list-style-type: none"> 1. <u>Conduction of five (5) free clinic sessions with feeding program: Brgys. Sampaga, San Rafael, Dacanlao, Calantas, and Baclaran</u> 2. <u>Conduction of Medical-Dental-Optical Missions in Brgys. Quizumbing and Calantas</u> 3. <u>Medical-Dental-Optical Missions with Operation Tuli in Brgys. Dacanlao and Baclaran</u> 4. <u>Donation of sets of sphygmomanometer with stethoscope to Brgys. San Rafael, Calantas, Baclaran and Dacanlao</u> 5. <u>Feeding Program in partnership with Philippine Foundation for Science and Technology and Children's Hour: 60 students from Calaca Central School and 40 students from Madalunot ES</u> 6. <u>Voluntary Blood Donation for Batangas Regional Hospital</u> 7. <u>Donation of two (2) dozens of balut and two (2) dozens of eggs to the Voluntary Blood Donation of St. Raphael Archangel Parish MPC</u> 8. <u>Support for the bloodletting in Brgy. Langgangan, Balayan</u> 9. <u>Donation of two (2) boxes of assorted medicines to the medical mission of Balayan Municipal Councilor Christy Esperon in Balayan</u> 10. <u>Donation of six (6) boxes of assorted medicine to Philippine Air Force in support of their medical mission in Barangay Coral ni Lopez, Calaca</u> 11. <u>Arrival of 28 Buffaloes to be used for Milk Production to support Nutrition Program of Schools in impact barangays</u>
<p>Environmental Protection</p>	<ol style="list-style-type: none"> 1. <u>Clean-up activities:</u> <u>along Dacanlao River</u> <u>along Plant Complex access road</u> <u>along Baclaran-San Rafael shoreline</u> <u>at Boracay area in Brgy. Baclaran</u> 2. <u>Donation of steel drums to be used as trashcans to Cahil ES, DGANHS, Brgy. Sampaga and Brgy. San Rafael</u> 3. <u>Seeding of fifty (50) pieces of giant clams along SCPC Plant Complex shoreline</u> <p><u>Seedling Distribution:</u></p> <ol style="list-style-type: none"> 1. <u>CENRO Calaca - 1000 seedlings</u> 2. <u>TESDA Calabarzon - 300 seedlings</u> 3. <u>Gregorio Paradero Elementary School and DGANHS – vegetable seedlings</u> <p><u>Tree Planting:</u></p> <ol style="list-style-type: none"> 1. <u>Tree Planting along Dacanlao River</u>

Livelihood	1. <u>Start of the CHB Making Livelihood Project funded under ER 1-94: Donation of bottom ash to serve as component of CHB – residents of Brgy. Dacanlao</u>
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19) BOARD, DIRECTOR, COMMITTEE AND CEO APPRAISAL

Disclose the process followed and criteria used in assessing the annual performance of the board and its committees, individual director, and the CEO/President.

	Process	Criteria
Board of Directors	Annual self-assessment by the Board Directors using a formal questionnaire is administered and compiled by the Chief Governance Officer who subsequently advises results thereof to the Board highlighting the Board's strengths and those areas requiring Board attention for appropriate action.	Assessment areas cover Board responsibilities, structure, meetings, processes, and management support.
Board Committees	<p>Audit Committee - Annual self-assessment of its own performance using a formal questionnaire with defined quantitative rating and corresponding qualitative description for such rating. Results of the Audit Committee's self-assessment and rating of its performance are reported to SEC.</p> <p>Board Committee performance self-assessment by respective Committee Members using a formal questionnaire is administered and compiled by the Chief Governance Officer. Results are discussed in Committee meetings highlighting those areas for appropriate action.</p>	<p>Audit Committee - The Company adopts SEC's guidelines on effectiveness of Audit Committee performance as its appraisal criteria which cover (i) committee structure & organization, (ii) oversight on financial reporting and disclosures, (iii) oversight on risk management & internal controls, (iv) oversight on management & internal audit, and (v) oversight on external audit.</p> <p>Areas to assess effectiveness of the Compensation and Remuneration Committee, Nomination and Election Committee, and Risk Committee include performance of oversight duties and responsibilities as per SEC Revised Code of Corporate Governance and respective Board-approved Committee Charters, as well as committee structure, meetings, resources, training and Charter evaluation.</p>
Individual Directors	Individual peer director evaluation using a formal questionnaire is administered and compiled in confidentiality by the Chief Governance Officer. Individual results are advised in private to each Director regarding his individual performance.	Assessment areas cover leadership, interpersonal skills, strategic thinking and participation in Board meetings and Committee assignments.

CEO/President	The Board annually conducts appraisal of the CEO's and COO's performance. The Chief Governance Officer administers the performance evaluation process, tabulates the rating results and summarizes evaluation comments. Evaluation results are submitted to and/or discussed with the CEO, COO, Nomination & Election Committee and Compensation & Remuneration Committee for proper disposition or action.	Key result areas consist of Board-approved financial performance metrics relating to the Company's business and operating objectives, and non-financial metrics covering strategic objectives, governance, internal processes, business development and corporate social responsibility.
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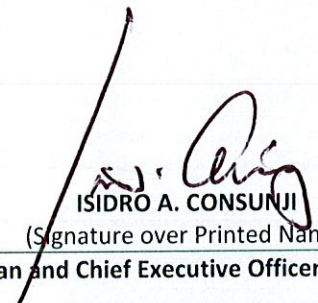
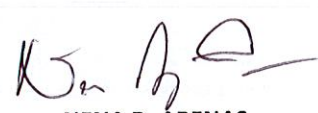

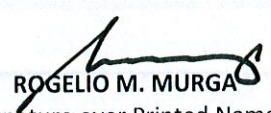
20) INTERNAL BREACHES AND SANCTIONS

Discuss the internal policies on sanctions imposed for any violation or breach of the corporate governance manual involving directors, officers, management and employees

Violations	Sanctions
Director's absence in more than 50% of all regular and special Board meetings within the year, unless due to illness, death	Grounds for disqualification in succeeding election
Non-disclosure of, or unresolved, material or continuing material conflict of interest	Officer & employee - Reprimand &/or suspension of employee Director – Reprimand & grounds for disqualification for board disposition
Trading during block-off periods	Officer & employee - Reprimand &/or suspension; penalty for damages or fines Director – Reprimand; penalty for damages or fines

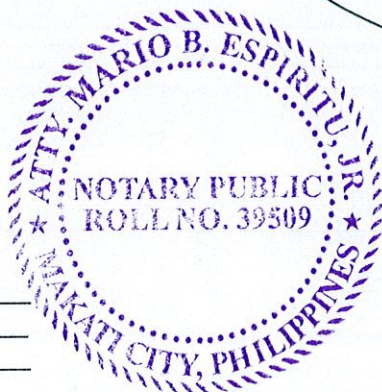
Pursuant to the requirement of the Securities and Exchange Commission, this Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of Makati on MAY 29 2017, 2017.

SIGNATURES

 ISIDRO A. CONSUNJI (Signature over Printed Name) <hr/> Chairman and Chief Executive Officer of the Board	 NENA D. ARENAS (Signature over Printed Name) <hr/> Compliance Officer
 HONORIO O. REYES-LAO (Signature over Printed Name) <hr/> Independent Director	 ROGELIO M. MURGA (Signature over Printed Name) <hr/> Independent Director

SUBSCRIBED AND SWORN to before me this MAY 29 2017 day of May 2017, affiant(s) exhibiting to me their Philippine Passports, as follows:

NAME/NO.	DATE OF ISSUE	PLACE OF ISSUE
Isidro A. Consunji/Passport No. EC4977907	August 11, 2015	DFA, Manila
Honorio O. Reyes-Lao/Passport No. EC0087958	January 23, 2014	DFA, Manila
Rogelio M. Murga/Passport No. EC3766038	March 23, 2015	DFA, Manila
Nena D. Arenas/Passport No. EC2493165	October 21, 2014	DFA, Bacolod



NOTARY PUBLIC
MARIO B. ESPIRITU, JR.
 Commission No. M-51
 Notary Public for City of Makati
 Until December 31, 2017
 4th Floor MMP Bldg.
 2283 Pasong Tamo Ext, Makati City
 PTR No. 7557314 01-03-17 Kawit, Cavite
 IBP No. 1039296 01-03-17 Cavite Chapter
 MCLE No. V-0010283 09-11-15
 Roll No. 39509

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 Series of 2017.