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SEC Registration Number

S H A N G   P R O P E R T I E S , I N C .

(Company's Full Name)

A D M I N I S T R A T I O N   O F F I C E   S H A N G R I - L A  
P L A Z A   M A L L , E D S A   C O R . S H A W   B L V D .  
M A N D A L U Y O N G   C I T Y

(Business Address: No. Street City/Town/Province)

ATTY. FEDERICO G. NOEL, JR.

(Contract Person)

370-2700

(Company Telephone Number)

1 2   3 1  
Month   Day  
(Fiscal Year)

A C G R - 2 0 1 6  
(Form Type)

Month   Day  
(Annual Meeting)

Not Applicable

(Secondary License Type, If Applicable)

Dept. Requiring this Doc.

Amended Articles Number/Section

7  
Total No. of Stockholders

Total Amount of Borrowings  
Domestic   Foreign

To be accomplished by SEC Personnel concerned

File Number

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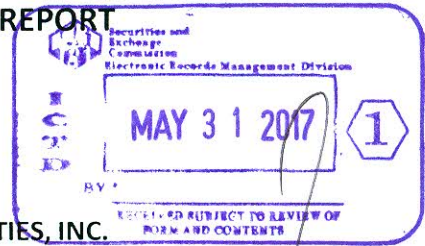
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SECURITIES AND EXCHANGE COMMISSION

SEC FORM – ACGR

ANNUAL CORPORATE GOVERNANCE REPORT



1. Report is Filed for the Year: 2016

2. Exact Name of Registrant as Specified in its Charter: **SHANG PROPERTIES, INC.**

3. **Administration Offices, Shangri-La Plaza Mall, EDSA cor. Shaw Blvd. Mandaluyong City, 1550**  
Address of Principal Office Postal Code

4. SEC Identification Number: **145-490**

5.  (SEC Use Only)

Industry Classification Code

6. BIR Tax Identification Number: **000-144-386**

7. **(02)370-2700**

Issuer's Telephone number, including area code

8.

Former name or former address, if changed from the last report



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## A. BOARD MATTERS

### 1) Board of Directors

#### *Number of Directors per the Company's Articles of Incorporation:*

Pursuant to Article SIXTH of the Company's Articles of Incorporation, the number of directors of the Company shall be fifteen (15).

#### *Actual Number of Directors for the Year:*

For the fiscal year 2016-2017, the Company has 15 members of the Board of Directors.

#### *(a) Composition of the Board (Revised as of 15 May 2017)*

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 (as of 15 May 2017)
Edward Kuok Khoon Loong	NED			03.31.92	21 June 2016	AGM	25 yrs. 1 mo.
Alfredo C. Ramos	NED			08.11.88	- do -	AGM	28 yrs. 9 mos.
Cynthia R. Del Castillo	NED			06.28.01	- do -	AGM	15 yrs. 10 mos.
Benjamin I. Ramos	NED			08.26.10	- do -	AGM	6 yrs. 8 mos.
Wilfred Woo	ED			08.23.11	- do -	AGM	5 yrs. 8 mos.
Danila Regina I. Fojas	ED			06.13.02	- do -	AGM	14 yrs. 11 mos.
Kin Sun Andrew Ng	ED			06.16.05	- do -	AGM	11 yrs. 10 mos.
Federico G. Noel, Jr.	ED			11.15.99	- do -	AGM	17 yrs. 6 mos.
Wilkie Lee*	NED			06.18.08	- do - RESIGNED As of 14 September 2016	AGM	8 yrs. 2 mos. (as of 13 Sept. 2016)
Johnny O. Cobankiat	NED	Nominee of Ideal Sites & Shang Properties, Inc.	Ideal Sites and Shang Properties, Inc.	08.14.07	- do -	AGM	9 yrs. 9 mos.
Ho Shut Kan	NED			06.23.10	- do -	AGM	6 yrs. 10 mos.



Antonio O. Cojuangco	NED	- do -		08.14.07	- do -	AGM	9 yrs. 9 mos.
Maximo G. Licaucó III	NED			11.27.13	- do -	AGM	3 yrs. 5 mos.
Manuel M. Cosico*	NED			06.26.13	- do - RESIGNED As of 14 September 2016	AGM	3 yrs. 2 mos. (As of 13 Sept. 2016)
Koay Kean Choon	ED			06.26.13	- do -	AGM	3 yrs. 10 mos.
Karlo Marco P. Estavillo	ED			09.14.16	Board meeting held on 14 Sept 2016	AGM	8 mos.
Gregory Allan Dogan	ED			09.14.16	Board meeting held on 14 Sept 2016	AGM	8 mos.

*\*Mr. Wilkie Lee and Mr. Manuel M. Cosico resigned as directors effective 14 September 2016.*

*\*\* Mr. Gregory Allan Dogan and Mr. Karlo P. Estavillo were elected on 14 September 2016 during the Board meeting on said date, to replace Mr. Wilkie Lee and Mr. Manuel M. Cosico. (Revised as of 15 May 2017)*

**(b) Corporate governance policy adopted by the Board / Respect for the Rights of Shareholders and Stakeholders**

The Board of Directors and the Company are committed in their observance of corporate governance principles. The Board ensures that such commitment is continually reflected in the policies, strategies and directions taken by the Board and by the Company. The basic principles of governance of fairness, transparency, and accountability are duly observed in the Company's dealings with its shareholders and stakeholders, and a culture of good governance is encouraged within the Company's ranks. Thus, regular disclosure duties to the Securities and Exchange Commission and the Philippine Stock Exchange are also observed studiously.

The Board and the Company also recognize that a key part of governance is its open and effective engagement with its shareholders and stakeholders, so that measures are in place to assure open channels of communications. Thus, shareholders can raise comments on the performance and future directions of the Company during the annual stockholders meetings; annual results are distributed to the stockholders and disclosed to the public; the Company's website features various information about the Company and its operations, directions, disclosures, and financial strength, as well as encourages feedback from shareholders and the public alike.

The Board and the Company ensure that the rights of stockholders as provided by law and regulation are respected. This respect for the Company's shareholders is further enshrined in Article 6 (A) and (B) of the Company's Manual of Corporate Governance, to wit:

“A) The Board shall respect the rights of the stockholders as provided for in the Corporation Code, namely:

- (i) Right to vote on all matters that require their consent or approval;
- (ii) Pre-emptive right to all stock issuances of the corporation;
- (iii) Right to inspect corporate books and records;
- (iv) Right to information;
- (v) Right to dividends; and
- (vi) Appraisal right.

B) The Board should be transparent and fair in the conduct of the annual and special stockholders’ meetings of the corporation. The stockholders should be encouraged to personally attend such meetings. If they cannot attend, they should be apprised ahead of time of their right to appoint a proxy. Subject to the requirements of the Bylaws, the exercise of that right shall not be unduly restricted and any doubt about the validity of a proxy should be resolved in the stockholder’s favor.

It is the duty of the Board to promote the rights of the stockholders, remove impediments to the exercise of those rights and provide an adequate avenue for them to seek timely redress for breach of their rights.

The Board should take the appropriate steps to remove excessive or unnecessary costs and other administrative impediments to the stockholders’ meaningful participation in meetings, whether in person or by proxy. Accurate and timely information should be made available to the stockholders to enable them to make a sound judgment on all matters brought to their attention for consideration or approval.

Although all stockholders should be treated equally or without discrimination, the Board should give minority stockholders the right to propose the holding of meetings and the items for discussion in the agenda that relate directly to the business of the corporation.”

**(c) *Frequency of Board review of the Company’s mission and vision***

The Company reviews its mission and vision annually. During its first meeting for 2017, the Company’s Board of Directors reviewed the Company’s mission and vision, along with the Board’s review of the past fiscal year ending in 31 December 2016, and discussed the Company’s prospects and challenges for the incoming year. (Revised on 15 May 2017)

**(d) *Directorships in other companies***

**(i) *Directorships in the Company’s Group***



Following are the members of the Company's Board of Directors who hold the office of director in other companies within the Group (parent, subsidiaries, associates and joint ventures of the Company):

<b>Director's Name</b>	<b>Corporate Name of the Group Company</b>	<b>Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.</b>
Edward <u>Kuok</u> Khoon Loong	BOFRI Holdings, Inc., Kuok Consultancy, Inc., Kerry Philippines, Inc., Minot Phil Holdings, Inc., Shang Global City Properties, Inc., and Shangri-La Plaza Corporation	BOFRI Holdings, Inc., Kuok Consultancy, Inc., Minot Phil Holdings, Inc., Kerry Philippines, Inc., and Shangri-La Plaza Corporation - <b>Chairman</b>  Shang Global City Properties, Inc. - <b>NED</b>
Alfredo C. Ramos***	Shangri-La Plaza Corporation	<b>NED / Vice Chairman</b>
Wilfred Woo	Exemplary Ventures & Interests, Inc., KPPI Realty Corp., New Contour Realty, Inc., Perfect Sites, Inc., Shangri-La Plaza Corporation, Ideal Sites & Properties, Inc., The Enterprise Center Condominium Corporation, Ideal Sites & Properties, Inc., KSA Realty Corporation, Shang Global City Holdings, Inc., and Shang Fort Bonifacio Holdings, Inc.	Perfect Sites, Inc., KPPI Realty Corp., New Contour Realty, Inc., Shang Global City Holdings, Inc., and Shang Fort Bonifacio Holdings, Inc. - <b>Chairman</b>  Shangri-La Plaza Corporation - <b>ED/President</b>  Ideal Sites & Properties, Inc., KSA Realty Corporation - <b>NED</b>
Danila Regina I. Fojas	KSA Realty Corp., The Enterprise Center Condominium Corporation, Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., EPHI Logistics Holdings, Inc., Edsa Shangri-La Hotel & Resort, Inc., Ivory Post Properties, Inc., KPPI Management Services, Inc., KSA Realty Corporation, Martin B. Properties, Inc., Mactan Shangri-La Hotel & Resort, Inc., Makati Shangri-La Hotel & Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort & Spa), One Shangri-La Place Condominium Corporation, Shang Global City Properties, Inc., Shang Property Management Services, Inc., and SPI Parking Services, Inc.,	KSA Realty Corp., The Enterprise Center Condominium Corporation, Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., EPHI Logistics Holdings, Inc., Edsa Shangri-La Hotel & Resort, Inc., Ivory Post Properties, Inc., KPPI Management Services, Inc., KSA Realty Corporation, Martin B. Properties, Inc., Mactan Shangri-La Hotel & Resort, Inc., Makati Shangri-La Hotel & Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort & Spa), One Shangri-La Place Condominium Corporation, Shang Global City Properties, Inc., Shang Property Management Services, Inc., and SPI Parking Services, Inc., - <b>NED</b>



Kin Sun Andrew Ng	<p>Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., BOFRI Holdings, Inc., Clavall Properties, Inc., Clavall Realty Corp., SPI Parking Services, Inc., Edsa Shangri-La Hotel &amp; Resort, Inc., EPHI Logistics Holdings, Inc., Exemplary Ventures &amp; Interests, Inc., Ideal Sites &amp; Properties, Inc., Ivory Post Properties, Inc., Kuok Consultancy, Inc., KPPI Realty Corporation, KPPI Management Corp., Kerry Philippines Inc., Mactan Shangri-La Hotel &amp; Resort, Inc., Mactan Beachfront Resources, Inc., Martin B. Properties, Inc., Minot Phil Holdings, Inc., Makati Shangri-La Hotel &amp; Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort &amp; Spa), New Contour Realty Inc., Perfect Sites, Inc., KSA Realty Corporation, Shangri-La Plaza Corporation, Shang Property Developers, Inc., Shang Property Management Services, Inc., The St. Francis Shangri-La Place Condominium Corporation, Shang Fort Bonifacio Holdings, Inc., Shang Global City Holdings, Inc., The Enterprise Center Condominium Corporation, Shang Properties Realty Corporation, The Shang Grand Tower Condominium Corporation, The Rise Development Company, Inc., Green Mangrove Realty, Inc., Brown Swallow Development Corporation, and One Shangri-La Place Condominium Corporation.</p>	<p>BOFRI Holdings, Inc., Edsa Shangri-La Hotel &amp; Resort, Inc., Mactan Shangri-La Hotel &amp; Resort, Inc., Makati Shangri-La Hotel &amp; Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort &amp; Spa) and Shangri-La Plaza Corporation – <b>ED</b></p> <p>Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., Brown Swallow Development Corporation, Clavall Properties, Inc., Clavall Realty Corporation, EPHI Logistics Holdings, Inc., Exemplary Ventures &amp; Interests, Inc., Green Mangrove Realty, Inc., Ideal Sites &amp; Properties, Inc., Ivory Post Properties, Inc., Kuok Consultancy, Inc., KPPI Management Services Corporation, Kerry Phils., Inc., KPPI Realty Corporation, KSA Realty Corporation, Mactan Beachfront Resources, Inc., Martin B. Properties, Inc., Minot Phil. Holdings, Inc., New Contour Realty, Inc., One Shangri-La Place Condominium Corporation, Perfect Sites, Inc., Shang Global City Holdings, Inc., Shang Fort Bonifacio Holdings, Inc., Shang Property Management Services, Inc., Shang Property Developers, Inc., SPI Parking Services, Inc., Shang Properties Realty Corporation, The Enterprise Center Condominium Corporation, The Rise Development Company, Inc., The St. Francis Shangri-La Place Condominium Corporation, and The Shang Grand Tower Condominium Corporation - <b>NED</b></p>
Federico G. Noel, Jr.	<p>Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., Brown Swallow Development Corp., BOFRI Holdings, Inc., Clavall Properties, Inc., Clavall Realty Corp., SPI Parking Services, Inc., Edsa Shangri-La Hotel &amp; Resort, Inc., EPHI Logistics Holdings, Inc., Exemplary Ventures &amp; Interests, Inc., Green Mangrove Realty Inc., Ideal Sites &amp; Properties, Inc., Ivory Post Properties, Inc., Kuok Consultancy, Inc., KPPI Realty Corporation, KPPI Management</p>	<p>Beachfront Holdings, Inc., Boracay Beachfront Properties, Inc., Clavall Properties, Inc., Clavall Realty Corporation, EPHI Logistics Holdings, Inc., Exemplary Ventures &amp; Interests, Inc., Ideal Sites &amp; Properties, Inc., Ivory Post Properties, Inc., KPPI Management Services. Inc., KSA Realty Corporation, Mactan Beachfront Resources, inc., Martin B.</p>

	<p>Services Corp., Kerry Philippines Inc., Mactan Shangri-La Hotel &amp; Resort, Inc., Mactan Beachfront Resources, Inc., Martin B. Properties, Inc., Minot Phil Holdings, Inc., Makati Shangri-La Hotel &amp; Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort &amp; Spa), New Contour Realty Inc., Perfect Sites, Inc., KSA Realty Corporation., Shangri-La Plaza Corporation, Shang Property Developers, Inc., Shang Property Management Services, Inc., The St. Francis Shangri-La Place Condominium Corporation, Shang Fort Bonifacio Holdings, Inc., Shang Global City Properties, Inc., Shang Global City Holdings, Inc., The Enterprise Center Condominium Corporation, Shang Properties Realty Corporation, The Shang Grand Tower Condominium Corporation, One Shangri-La Place Condominium Corporation, and The Rise Development Company Inc.</p>	<p>Properties, Inc., One Shangri-La Place Condominium Corporation, Shang Property Developers Inc., Shang Property Management Services Inc., SPI Parking Services, Inc., The Rise Development Company Inc., The St. Francis Shangri-La Place Condominium Corporation, The Enterprise Center Condominium Corporation, Shang Properties Realty Corporation and The Shang Grand Tower Condominium Corporation - <b>Chairman</b></p> <p>Brown Swallow Development Corp., BOFRI Holdings, Inc., Edsa Shangri-La Hotel &amp; Resort., Inc., Green Mangrove Realty Inc., Kuok Consultancy, Inc., KPPI Realty Corporation, Kerry Philippines Inc., Mactan Shangri-La Hotel &amp; Resort, Inc., Minot Phil Holdings, Inc., Makati Shangri-La Hotel &amp; Resort, Inc. (doing business under the name and style of Makati Shangri-La Manila and Shangri-La's Boracay Resort &amp; Spa), New Contour Realty Inc., Shangri-La Plaza Corporation, Shang Fort Bonifacio Holdings, Inc., Shang Global City Properties, Inc., and Shang Global City Holdings, Inc. - <b>ED</b></p>
Ho Shut Kan	Shangri-La Plaza Corporation	<b>NED</b>
Maximo Licaucó III	Shangri-La Plaza Corporation	<b>NED</b>
<u>Gregory Allan Dogan</u>  <u>(Revised as of 15 May 2017)</u>	Kerry Philippines, Inc.	ED/Vice Chairman
<u>Karlo Marco P. Estavillo</u> <u>(Revised as of 15 May 2017)</u>	The Rise Development Company, Inc., Shang Wack Wack Properties, Inc., Shang Salcedo Place Condominium Corporation, Kerry Philippines, Inc., KSA Realty Corporation	<p>Shang Wack Wack Properties, Inc., The Rise Development Company, Inc.- <b>ED/President</b></p> <p>Shang Salcedo Place Condominium Corporation -<b>ED</b></p> <p>Kerry Philippines, Inc. – <b>ED/Vice President</b></p>



**(ii) Relationship Within the Company and its Group**

Following are the members of the Company's Board of Directors with relations to significant shareholders in the Company and/or in its Group:

Director's Name	Name of the Significant Shareholder	Description of the relationship
Edward Kuok Khoon Loong		
Alfredo C. Ramos		
Cynthia R. Del Castillo		
Maximo G. Licaucó III		
Manuel M. Cosico ** Resigned		
Benjamin I. Ramos		
Wilfred Woo		
Danila Regina I. Fojas		
Kin Sun Andrew Ng		
Federico G. Noel, Jr.		
Ma. Myla Rae S. Orden		
Wilkie Lee ** Resigned		
Johnny O. Cobankiat		
Antonio O. Cojuangco		
Koay Kean Choon		
Ho Shut Kan		
Karlo Marco P. Estavillo		
Gregory Allan Dogan		

**(iii) Limit on the Number of Board Seats in Other Companies**

Pursuant to the Company's Manual on Corporate Governance, the Board may consider the adoption of guidelines on the number of directorships that its members can hold in stock and non-stock corporations. As of the date of the submission of this Report, the Company's latest Manual of Corporate Governance provides that the non-executive directors of the Board shall concurrently serve as directors to a maximum of 5 publicly listed companies (Revised as of 15 May 2017).

**(e) Shareholding in the Company**

Following is the table showing the security ownership of the Company's Directors as of 15 May 2017. The table also shows security ownership at the beginning and ending of the fiscal year ending on 31 December 2016. (Revised as of 15 May 2017)

DIRECTORS/OFFICERS	Shares Beginning of Fiscal Year (January 2016)	Shares Ending of Fiscal Year (December 2016)	Present Shares as of 15 May 2017
Edward Kuok Khoon Loong	808,008	808,008	808,008
Alfredo C. Ramos	158	158	158



Cynthia R. Del Castillo	1	1	1
Benjamin I. Ramos	2	2	2
Wilfred Shan Chen Woo	1,000	1,000	1,000
Danila Regina I. Fojas	36,010	36,010	36,010
Kin Sun Andrew Ng	930,010	930,010	930,010
Federico G. Noel, Jr.	1	1	1
Wilkie Lee	14,000	RESIGNED as of 14 Sept. 2016	-
Johnny O. Cobankiat	32,302	32,302	32,302
Ho Shut Kan	1,570	1,570	1,570
Antonio O. Cojuangco	3,026,964	3,026,964	3,026,964
Maximo G. Licaucio III	1	1	1
Manuel M. Cosico	1,000	RESIGNED as of 14 Sept. 2016	-
Koay Kean Choon	1,000	1,000	1,000
Gregory Allan Dogan	-	10	10
Karlo Marco Estavillo	-	5,000	5,000

## 2) Chairman and CEO

### *(a) The roles of Chairman and CEO are separate*

The roles of Chairman of the Board and the Company CEO have always been separate to assure the Company of the benefit of the proper balance of power, decision-making, and accountability. This practice is reflective of the guidelines set forth in Article 3 (C) of the Company's Manual of Corporate Governance which states thus:

"The roles of Chair and CEO should, as much as practicable, be separate to foster an appropriate balance of power, increased accountability and better capacity for independent decision-making by the Board. A clear delineation of functions should be made between the Chair and CEO upon their election. If the positions of Chair and CEO are unified, the proper checks and balances should be laid down to ensure that the Board gets the benefit of independent views and perspectives."

For the Fiscal Year 2016-2017, the Company's Chairman of the Board is Edward Kuok Khoon Loong. The Company has no CEO at the moment as it is still in the process of carefully evaluating candidates who will assume such a vital position.

***(b) Roles, Accountabilities, and Deliverables of the Chairman and CEO***

The duties and responsibilities of the Chairman in relation to the Board includes, among others, the following:

- (i) Make certain that the meeting agenda focuses on strategic matters, including the overall risk appetite of the Corporation, considering the developments in the business and regulatory environments, key governance concerns, and contentious issues that will significantly affect operations;*
- (ii) Guarantee that the Board receives accurate, timely, relevant, insightful, concise, and clear information to enable it to make sound decisions;*
- (iii) Facilitate discussions on key issues by fostering an environment conducive for constructive debate and leveraging on the skills and expertise of individual directors;*
- (iv) Ensure that the Board sufficiently challenges and inquires on reports submitted and representations made by Management;*
- (v) Assure the availability of proper orientation for first-time directors and continuing training opportunities for all directors; and*
- (vi) Make sure that performance of the Board is evaluated at least once a year and discussed/followed up on. (Revised as of 15 May 2017)*

The Chairman, overall, is responsible for leadership of the Board and ensuring its effectiveness.

Pursuant to the Company's By-laws, the duties of the Company's CEO includes, among others, the following:

- (i) Determine the Corporation's strategy direction and formulates and implements its strategic plan on the direction of the business;*
- (ii) Communicate and implement the Corporation's vision, mission, values and overall strategy and promote any organization or stakeholder change in relation to the same;*
- (iii) Oversee the operations of the Corporation and manage human and financial resources in accordance with the strategic plan;*
- (iv) Have a good working knowledge of the Corporation's industry and market and keeps up-to-date with its core business purpose;*
- (v) Direct, evaluate and guide the work of the key officers of the Corporation;*



- (vi) Manage the Corporation's resources prudently and ensures a proper balance of the same;
- (vii) Provide the Board with timely information and interfaces between the Board and the employees;
- (viii) Build the corporate culture and motivates the employees of the Corporation; and
- (ix) Serves as the link between internal operations and external stakeholders. (Revised as of 15 May 2017)

### **3) Plan for the Succession of the CEO and the Top Key Management Positions**

There is currently no written succession plan for the Company's CEO and top key management positions. However, every anticipated vacancy is carefully considered, and candidates for replacements are evaluated by the Board. In the absence of a CEO, the Company's Executive Committee capably ensures the smooth implementation of the Company's policies, directions, strategies, and day to day business.

### **4) Other Executive, Non-Executive and Independent Directors**

While there is no written code specifying preferred professional fields, the Company has, so far, ensured that the members of the Board of Directors have diverse experiences and expertise to better enrich its pool of governors. It is the Company's view that such diversity of discipline (albeit disciplines with some relation or relevance to the Company's industry) will work to better benefit the Company in the formulation and pursuit of its policies, strategies, directions, and risk management methods and options.

Several of the Company's non-executive directors have both experience and expertise in the Company's industry, i.e., the real estate industry.

A director's office is one of trust and confidence. Thus, any director of the Company, whether executive or non-executive, independent or regular is expected to act in the best interest of the Company in a manner characterized by transparency, accountability and fairness. He is also expected to exercise leadership, prudence and integrity in directing the corporation towards sustained progress. A director should also observe the following norms of conduct:

- (i) Conduct fair business transactions with the corporation, and ensure that his personal interest does not conflict with the interests of the corporation.

The basic principle to be observed is that a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process. A director who has a continuing material conflict of interest should seriously consider resigning from his position.

A conflict of interest shall be considered material if the director's personal or business



interest is antagonistic to that of the corporation, or stands to acquire or gain financial advantage at the expense of the corporation.

- (ii) Devote the time and attention necessary to properly and effectively perform his duties and responsibilities.

A director should devote sufficient time to familiarize himself with the corporation's business. He should be constantly aware of and knowledgeable with the corporation's operations to enable him to meaningfully contribute to the Board's work. He should attend and actively participate in Board and committee meetings, review meeting materials and, if called for, ask questions or seek explanation.

- (iii) Act judiciously.

Before deciding on any matter brought before the Board, a director should carefully evaluate the issues and, if necessary, make inquiries and request clarification.

- (iv) Exercise independent judgment.

A director should view each problem or situation objectively. If a disagreement with other directors arises, he should carefully evaluate and explain his position. He should not be afraid to take an unpopular position. Corollarily, he should support plans and ideas that he thinks are beneficial to the corporation.

- (v) Have a working knowledge of the statutory and regulatory requirements that affect the corporation, including its articles of incorporation and by-laws, the rules and regulations of the Commission and, where applicable, the requirements of relevant regulatory agencies.

A director should also keep abreast with industry developments and business trends in order to promote the corporation's competitiveness.

- (vi) Observe confidentiality.

A director shall keep secure and confidential all non-public information he may acquire or learn by reason of his position as director. He should not reveal confidential information to unauthorized persons without the authority of the Board.

The non-executive directors are expected to devote as much time as is necessary to inform and regularly update themselves of the Company, its sector, and its market. The role of the Company's non-executive directors, among others, is to objectively and competently scrutinize and contribute to the development of the Company's and the management's strategies, directions, overall performance. The non-executive directors should independently satisfy themselves of the Company's financials, internal controls and risk management systems, and the Company's compliance with best practices, as with prevailing corporate governance imperatives. The non-executive directors fulfil a balancing role vis-à-vis the executive directors of the Company.

The executive directors play a direct role in the day to day operations of the Company. They assume their respective management responsibilities for the benefit of the Company's shareholders and stakeholders, and directly assure that the Company is on track with its

expressed strategies, directions, and goals, as with the imperatives of proper financial and risk management, and corporate governance.

- (vii) A director shall observe all the norms of conduct set forth in the Company's Manual of Corporate Governance (Revised as of 15 May 2017). (Revised as of 15 May 2017).

The Company observes the Philippine's law and SEC's definition of who should qualify as an independent director of the Company. Insofar as giving meaning to the role of an independent director, the Company encourages the independent views expressed by its independent directors to foster a richer discourse on matters concerning the Company.

There is no term limit provided in the Company's By-laws for its independent directors. However, the Company will ensure compliance with the prevailing SEC Memorandum Circular imposing term limits on independent directors of companies.

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

### **(a) Resignation/Death/ Removal**

The Company held its Annual Meeting of Stockholders on 21 June 2016, and a full Board was elected to serve for 2016-2017. Mr. Wilkie Lee and Mr. Manuel M. Cosico resigned as directors on 14 September 2016. Mr. Karlo P. Estavillo and Mr. Gregory Allan Dogan were elected during the Board meeting held on the same date of 14 September 2016 to replace Messrs. Lee and Cosico. There are no resignations to date. (Revised as of 15 May 2017).

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

#### **Selection/Appointment/Reappointment of Executive Directors, Non-Executive Directors, Independent Directors**

The Board of Directors are elected during each regular meeting of the stockholders of the Company, and shall hold office for one (1) year until their successors are elected and qualified. Directors are re-elected the Board upon getting the required number of votes for re-election, but in every case, only after the directors have been subjected to the process set out by the Nomination Committee. Save as provided by the SEC memorandum Circular limiting the number of terms that may be served consecutively by an independent director, there are no term limits set by the Company for the election of its directors.

The selection of nominees to the Company's Board of Directors is being handled by the Company's Nomination Committee composed of 3 directors, one of whom is an independent director. The Nomination Committee promulgates the guidelines or criteria to govern the conduct of the nominations for both regular and independent directors, executive and non-executive directors which shall include the following:

- (i) The nomination of regular and independent directors shall be conducted by the Nomination Committee prior to a stockholders' meeting. All nominations shall be signed by the nominating stockholders together with the acceptance and conformity by the would-be nominee.



- (ii) The Nomination Committee shall pre-screen the qualifications and prepare a final list of all candidates and put in place screening policies and parameters to enable it to effectively review the qualifications of the nominees for regular and independent director/s.
- (iii) After the nomination, the Nomination Committee shall prepare a Final List of Candidates for regular and independent directors which shall contain all the following information about all the nominees:
- Names, ages, and citizenship of all nominees;
  - Positions and offices that each nominee has held, or will hold if known;
  - Term of office and the period during which the nominee has served as director;
  - Business experience during the past five (5) years;
  - Other directorships held in SEC reporting companies, naming each company;
  - Family relationships up to the fourth civil degree either by consanguinity or affinity among directors, executive officers, or persons chosen by the company to become directors or executive officers;
  - Involvement in legal proceedings, i.e., a description of any of the following events that occurred during the past five (5) years up to the latest date that are material to an evaluation of the ability of integrity of any director, any nominee for election as director, executive officer, underwriter or control person of the company;
  - Any bankruptcy petition filed by or against any business of which such person was a general partner or executive officer either at the time of the bankruptcy or within two years prior to that time;
  - Any conviction by final judgment, including the nature of the offense, in a criminal proceedings, domestic or foreign, or being subject to a pending criminal proceeding, domestic or foreign, excluding traffic violations and other minor offenses;
  - Being subject to any order, judgment, or decree, not subsequently reversed, suspended, or vacated, of any court of competent jurisdiction, domestic or foreign, permanently or temporarily enjoining, barring, suspending or otherwise limiting his involvement in any type of business, securities, commodities or banking activities; and
  - Being found by a domestic or foreign of competent jurisdiction (in a civil action), the SEC or comparable foreign body, or a domestic or foreign exchange or other organized trading market or self-regulatory organization, to have violated securities or commodities law or regulation, and the judgment has not been reversed, suspended, or vacated.
  - Disclosure if owning directly or indirectly as record and/or beneficial owner of any class of the company's voting securities;
  - Disclosure of owning voting trust of more than 5% of the company's securities; and
  - Any such other information as may be required to be disclosed by the Securities and Exchange Commission although not expressly provided for above.
- (iv) The Final List of Candidates shall be finalized by the Nomination Committee no later than the date at which the Company is required to submit its preliminary information statement to the Securities and Exchange Commission. Only nominees

whose names appear on the Final List of Candidates shall be eligible for election as regular and independent directors. No other nominations shall be entertained after the Final List of Candidates shall have been prepared. No further nominations shall be entertained or allowed on the floor during the actual annual stockholders' meeting.

### ***Disqualifications of Directors***

The Company's By-Laws provides for the Qualification and Disqualification of Independent Director, to wit: Any stockholder having at least one (1) share registered in his name may be elected Independent Director, provided, however, that no person shall qualify or be eligible for nomination or election as Independent Director if he is engaged in any business which competes with or is antagonistic to that of the Corporation. Without limiting the generality of the foregoing, a person shall be deemed to be so engaged:

- (i) If he is an officer, manager or controlling person of, or the owner (either of record or beneficially) of 10% or more of any outstanding class of shares of any corporation (other than one in which the corporation owns at least 40% of the capital stock) engaged in the business which the Board of Directors, by at least three-fourths vote, determines to be competitive or antagonistic to that of the Corporation; or
- (ii) If he is an officer, manager or controlling person of, or the owner (either of record or beneficially) of 10% or more of any outstanding class of shares of, any other corporation or entity engaged in any line of business of the Corporation, when in the judgment of the Board of Directors, by at least two-thirds (2/3) vote, the laws against combinations in restraint of trade shall be violated by such person's membership in the Board of Directors; or
- (iii) If the Board of Directors, in the exercise of its judgment in good faith, determine by at least two-thirds (2/3) vote that he is the nominee of any person set forth in (i) or (ii) above.

In determining whether or not a person is a controlling person, beneficial owner, or the nominee of another, the Board of Directors may take into account such factors as business and family relationship.

The Company's Manual of Corporate Governance also provides for the grounds for the permanent and/or temporary disqualification of a director of the Board, thus:

### **Permanent Disqualification**

The following shall be grounds for the permanent disqualification of a director:

- (i) Any person convicted by final judgment or order by a competent judicial or administrative body of any crime that (a) involves the purchase or sale of securities, as defined in the Securities Regulation Code; (b) arises out of the person's conduct as an underwriter, broker, dealer, investment adviser, principal, distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; or (c) arises out of his fiduciary relationship with a bank, quasi-bank, trust company, investment house or as an affiliated person of any of them;



- (ii) Any person who, by reason of misconduct, after hearing, is permanently enjoined by a final judgment or order of the Commission or any court or administrative body of competent jurisdiction from: (a) acting as underwriter, broker, dealer, investment adviser, principal distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; (b) acting as director or officer of a bank, quasi-bank, trust company, investment house, or investment company; (c) engaging in or continuing any conduct or practice in any of the capacities mentioned in sub-paragraphs (a) and (b) above, or willfully violating the laws that govern securities and banking activities.

The disqualification shall also apply if such person is currently the subject of an order of the Commission or any court or administrative body denying, revoking or suspending any registration, license or permit issued to him under the Corporation Code, Securities Regulation Code or any other law administered by the Commission or Bangko Sentral ng Pilipinas (BSP), or under any rule or regulation issued by the Commission or BSP, or has otherwise been restrained to engage in any activity involving securities and banking; or such person is currently the subject of an effective order of a self-regulatory organization suspending or expelling him from membership, participation or association with a member or participant of the organization;

- (iii) Any person convicted by final judgment or order by a court or competent administrative body of an offense involving moral turpitude, fraud, embezzlement, theft, estafa, counterfeiting, misappropriation, forgery, bribery, false affirmation, perjury or other fraudulent acts;
- (iv) Any person who has been adjudged by final judgment or order of the Commission, court, or competent administrative body to have willfully violated, or willfully aided, abetted, counseled, induced or procured the violation of any provision of the Corporation Code, Securities Regulation Code or any other law administered by the Commission or BSP, or any of its rule, regulation or order;
- (v) Any person earlier elected as independent director who becomes an officer, employee or consultant of the same corporation;
- (vi) Any person judicially declared as insolvent;
- (vii) Any person found guilty by final judgment or order of a foreign court or equivalent financial regulatory authority of acts, violations or misconduct similar to any of the acts, violations or misconduct enumerated in sub-paragraphs (i) to (v) above;
- (viii) Conviction by final judgment of an offense punishable by imprisonment for more than six (6) years, or a violation of the Corporation Code committed within five (5) years prior to the date of his election or appointment.

#### **Temporary Disqualification**

The Board may provide for the temporary disqualification of a director for any of the following reasons:

- (i) Refusal to comply with the disclosure requirements of the Securities Regulation Code and its Implementing Rules and Regulations. The disqualification shall be in

effect as long as the refusal persists.

- (ii) Absence in more than fifty (50) percent of all regular and special meetings of the Board during his incumbency, or any twelve (12) month period during the said incumbency, unless the absence is due to illness, death in the immediate family or serious accident. The disqualification shall apply for purposes of the succeeding election.
- (iii) Dismissal or termination for cause as director of any corporation covered by this Code. The disqualification shall be in effect until he has cleared himself from any involvement in the cause that gave rise to his dismissal or termination.
- (iv) If the beneficial equity ownership of an independent director in the corporation or its subsidiaries and affiliates exceeds two percent of its subscribed capital stock. The disqualification shall be lifted if the limit is later complied with.
- (v) If any of the judgments or orders cited in the grounds for permanent disqualification has not yet become final.

A temporarily disqualified director shall, within sixty (60) business days from such disqualification, take the appropriate action to remedy or correct the disqualification. If he fails or refuses to do so for unjustified reasons, the disqualification shall become permanent.

#### ***Removal / Vacancy in the Board***

Pursuant to the Company's By-laws, any vacancy occurring in the Board of Directors other than by removal by the stockholders or by expiration of term, may be filled by the vote of at least a majority of the remaining directors, if still constituting a quorum; otherwise, the vacancy must be filled by the stockholders at a regular or special meeting called for that purpose. A director so elected to fill a vacancy shall be elected only for the unexpired term of his predecessor in office.

Any directorship to be filled by reason of an increase in the number of directors shall be filled only by an election at a regular or at a special meeting of stockholders duly called for the purpose, or in the same meeting authorizing the increase of directors if so stated in the notice of the meeting.

The vacancy resulting from the removal of a director by the stockholders in the manner provided by law may be filled by election at the same meeting of stockholders without further notice, or at any regular or at any special meeting of stockholders called for the purpose, after giving notice as prescribed in these By-Laws.

#### **Voting Result of the Last Annual General Meeting Held on 21 June 2016 (Revised as of 15 May 2017)**

<b><i>Name of Director</i></b>	<b><i>Votes Received</i></b>
Edward <u>Kuok</u> Khoon Loong	<b><i>* all the directors were unanimously elected with <u>75.53%</u> of the votes present during the meeting</i></b>
Alfredo C. Ramos	
Cynthia R. Del Castillo	
Maximo G. Licauco III	
Manuel M. Cosico	



Benjamin I. Ramos	
Wilfred Woo	
Danila Regina I. Fojas	
Kin Sun Ng	
Federico G. Noel, Jr.	
Wilkie Lee	
Johnny O. Cobankiat	
Antonio O. Cojuangco	
Koay Kean Choon	
Ho Shut Kan	

#### 6) Orientation and Education Program

- (a) Upon the election of a new member of the Board, a full briefing will be given both by the Board and the Management Team of the Company. The new directors will be fully apprised of all relevant information with respect to the nature of the Company's business, its organization, operations, etc.
- (b) Some of the members of the Board of Directors have attended seminars on corporate governance and money laundering.
- (c) At present, the Company has not institutionalized a continuing education program for directors.

#### B. CODE OF BUSINESS CONDUCT AND ETHICS

All of the Company's directors, senior management, and employees are mandated to observe and comply with the Company's Code of Conduct. The Company ensures and shall ensure that all its directors, senior management, and employees shall adhere to the highest ethical standards of behaviour and conduct in the performance of their duties, and in the conduct of their relationships with internal and external publics. (Revised as of 20 August 2015)

- (1) **Following are the Company's policies with respect to the following items relating to business conduct and ethics**

##### ***(a) Conflict of Interest***

The Company's Conflict of Interest Policy may be viewed in the Company's website under "Company Policies." (Revised as of 15 May 2017) With respect to the directors, the Company's policy as set out in its Manual of Corporate Governance is that a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process. A director who has a continuing material conflict of interest should seriously consider resigning from his position. A conflict of interest shall be considered material if the director's personal or business interest is antagonistic to that of the corporation, or stands to acquire or gain financial advantage at the expense of the corporation.

With respect to Officers/Directors (including spouses/children/siblings/parents), The Company, as a general rule, discourages transactions with Officers and Directors and their spouses/children/siblings/ parents. Where such a transaction arises, the Company takes deliberate care in ensuring that the same fosters no conflict of interest, and is not prejudicial to the Company. Material transactions of such nature are duly disclosed to the Board for the latter's scrutiny and approval. Disclosure obligations required by law and relevant regulation are also duly complied with by the Company.

With respect to all employees of the Company, Senior Management and employees alike, the Company's Code of Business Ethics specifically provides for the following with respect to conflict of interest situations:

- i) No employee shall have direct or indirect financial or business interest in the business of any supplier, contractor, or competitor of the Company.
- ii) No employee shall accept a position as a officer or director or consultant of an outside business concern (except professional or civic organizations or family businesses which have no relationship of any kind with the Company) unless approved by the General Manager and President.
- iii) No employee, personally or through subordinates or others, shall influence any business transaction between the Company and any outside company in which that employee has a financial interest or involvement, or in which an employee may stand to have financial or personal gain, or when the outside company employs any of the Company employee's relatives.
- iv) No employee shall accept any salary, fee, commission or other forms of compensation, or any other things of value from any supplier, contractor, competitor or other business partners. The only exception to this are : minor items such as desk calendars, diaries, and other small items of minor value which are promotional in nature; minor gifts to an employee given during special occasion such as birthday, Christmas; gifts/items given to the Company during special occasion which are clearly intended to be raffled off to the employees.

***(b) Conduct of Business and Fair Dealings***

The Company mandates that all its directors, officers, and employees observe ethical business practices in all of their dealings with the Company and with third parties such as contractors, suppliers, customers, creditors, regulators, etc. This mandate is enshrined in the Company's Code of Business Ethics and in the Company's Manual of Corporate Governance, aspects of which are extensively discussed in other items of this disclosure

***(c) Receipt of Gifts from Third Parties***

Pursuant to the Company's Code of Business Ethics, no employee shall accept any salary, fee, commission or other forms of compensation, or any other things of value from any supplier, contractor, competitor or other business partners. The only exception to this are : minor items such as desk calendars, diaries, and other small items of minor value which are promotional in nature; minor gifts to an employee given during special occasion such as



birthday, Christmas; gifts/items given to the Company during special occasion which are clearly intended to be raffled off to the employees.

***(d) Compliance with Laws & Regulations***

The Company, in all of its business transactions and in its operations, adheres to all prevailing relevant laws and regulations. It acquires all required permits and approvals from regulatory authorities as may be relevant to its activities. The company is keenly conscious of its duty as a good corporate citizen to abide by all existing laws and regulations promulgated by national and local bodies.

***(e) Respect for Trade Secrets and Non-Public Information***

The Company's Manual of Corporate Governance expressly admonishes a director to keep secure and confidential all non-public information he may acquire or learn by reason of his position as director. He is not authorized to reveal any information to unauthorized person without the authority of the Board.

With respect to the Company's employees, the Company's code of Ethics expressly provides in Clause II(B) thereof that all information received and / or acquired in the course of one's employment, during or even after one (1) year from date of separation) with the Company is deemed confidential and the unauthorized disclosure thereof, for financial gain or otherwise, shall be dealt with accordingly.

***(f) Use of Company Funds, Assets and Information***

The Company's Code of Business Ethics provides that no employee shall use any assets or resources of the Company or any confidential information with respect to the Company for financial or personal gain of the employee or any other person, interest or entity other than the Company. In this respect, all information received and / or acquired in the course of one's employment, during or even after one (1) year from date of separation) with the Company is deemed confidential and the unauthorized disclosure thereof, for financial gain or otherwise, shall be dealt with accordingly.

***(g) Employment and Labor Laws and Policies***

The Company strictly observes all prevailing employment and labor laws as applicable. It is committed to follow the laws and to implement the same with respect to all employees hired by the Company. The Company has not had any complaint for the violation of any labor law or social legislation for the matter.

***(h) Disciplinary Action***

The Company believes that every employee, owing to his inherent goodness, is capable of conducting himself uprightly. Thus, self-discipline is considered an integral part of an employee's normal functions in the organization. To complement self-discipline, the Company has developed a Code of Conduct that will clarify acceptable standards of behavior and deviations therefrom.

The responsibility to assist an employee to act in conformance with the acceptable standards of behavior rest on the employee's immediate superior. Accordingly, the responsibility to take corrective actions in cases of deviations therefrom also lies with him. His decision relative thereto shall be given great weight.

In taking corrective action, the employee's immediate superior shall at all times observe due process and be guided by the principle of consistency and fairness. He should moreover decide upon his independent consideration of relevant matters, free from bias, prejudice or influence.

In implementing corrective actions, the immediate superior should make clear to the employee that the intention is not to punish but rather to give the employee the opportunity to learn from his mistakes. In counseling, for example, the superior reminds and advises the employee of the acceptable standards of behavior and assists the employee in correcting himself. Disciplinary leaves, on the other hand, are meant to relieve the employee from work for a certain number of days, without pay, to allow him to contemplate, plan and adopt a resolution to correct himself. As for dismissals, they are meant to impress on the employee that his act of commission or omission is absolutely inconsistent with the Company's acceptable standards of behavior and whatever damage he has done (tangible or intangible) can no longer be rectified. To correct this, he should learn to abide with the acceptable standards of behavior of his next employer.

HR's primary role is to encourage the development of an atmosphere where positive discipline will be second nature to all employees. However, if there is a necessity for a corrective action, HR shall provide management with administrative support to carry it out. HR shall likewise give both management and employees such advice or counsel as may be needed to ensure that consistency and fairness is duly observed.

The Company recognizes that the promulgation and observance of the Code of Ethics is necessary to protect its interests and the interests of its employees and stakeholders. Disciplinary actions shall be carried out only after investigation with observance of due process, and the severity of the same shall be commensurate to the severity of the violation.

#### ***(i) Whistle Blower***

The Company Board of Directors approved the Whistle Blowing Policy effective 01 January 2015. In general, this policy provides specific guidelines and procedures for whistleblowing, defines circumstances which may be reported by an individual who have become aware of some irregularity, and establishes a reporting mechanism that is secure, where reports are treated with confidentiality. It encourages open, truthful and responsible communication on matters necessarily affecting our business and/or the welfare of our co-employees. The full text of the Whistle Blowing Policy is as follows *(the full text of the policy is also available for viewing in the Company's official website at [www.shangproperties.com](http://www.shangproperties.com))* (Revised as of 15 May 2017)

Shang Properties, Inc. (the "Company") its subsidiaries and affiliates in the Philippines, (collectively the "SPI Group") are committed to achieving and maintaining the highest standards of transparency, probity and accountability. To this end, the Board of Directors of the Company (the "Board") has approved a Whistleblowing Policy (the "Policy") for all employees of the SPI Group (the "Employee/s") to disclose or report any Whistleblowing



matters which they have become aware of or genuinely suspect that such matters have occurred or may occur.

### **Statement and Objective of the Policy**

The Employees of the SPI Group are encouraged and expected to disclose and report to the Board of Directors thru its Executive Committee, in strictest confidence serious concerns about malpractice, impropriety, fraud or any violations/infractions of governing laws of the Philippines or SPI Group/Company policies, guidelines and procedures which they have become aware of or genuinely suspect that such matters have occurred or may occur.

The Policy is established to provide specific guidelines and procedures on Whistleblowing and how to treat Whistleblowing reports (the "Reports"). Likewise, it is intended to protect the rights of the Employee/s providing the Report/s under this Policy.

### **Definition**

"Whistleblowing" refers to the act of disclosing and reporting of information by an Employee ("Whistleblower") of any wrongdoings, violations/infractions of any governing laws of the Philippines or SPI Group/Company policies, guidelines, and procedures which they have become aware of or where they reasonably believe that such matters have occurred, or is occurring, or may occur.

Whistleblowing matters include, but are not limited the following matters in relation to the SPI Group:

- (i) violation of the Code of Conduct of the Company or the SPI Group;
- (ii) breach of legal or regulatory requirements;
- (iii) criminal offenses and breach of civil law;
- (iv) malpractice, impropriety or fraud in financial reporting, internal control or other financial matters of the SPI Group; and/or
- (v) deliberate concealment of any of the above.

### **Protection and Confidentiality**

The SPI Group will treat all Reports in a confidential manner. The identity of the Employee acting in good faith and with reasonable grounds, in making the Reports will not be divulged without the Employee's consent. Employees acting under this Policy are assured of fair treatment and protection against unwarranted disciplinary action even if

the Report/s turn out to be unsubstantiated. However, there may be circumstances in which the Company/SPI Group may be legally obliged to reveal the Employee's identity.

#### **False Reports Made in Bad Faith**

If a Whistleblower makes a false Report maliciously, with an ulterior motive or for personal gain and without reasonable grounds that the information in the Report is accurate or reliable or if the Report is found merely to foment mistrust/distrust, the Company/SPI Group reserves the right to take disciplinary action against the concerned Employee/s, including the possibility of dismissal, whenever appropriate.

#### **Guidelines and Procedures**

- (i) The Report must be submitted in writing addressed to the Chairman of the Board, through the Executive Committee, at the principal office of the Company, Level 5 Shangri-La Plaza, EDSA corner Shaw Boulevard, Mandaluyong City, Philippines, 1550.
- (ii) The name of the Employee must be indicated in the Report together with his/her signature. A Report from an anonymous source shall not be considered.
- (iii) The Chairman shall authorize a member of the Executive Committee to reply to the Whistleblower to acknowledge receipt of the Report and provide him/her progress update, as needed.
- (iv) The Chairman shall assess the Report and if the Report warrants further investigation, the same will be referred to the Executive Committee to handle the matter and submit its findings to the Chairman.
- (v) The appropriate Management decision to impose disciplinary action/s shall adhere to the Company's/SPI Group's Code of Conduct and the provision of the Labor Code of the Philippines.

The Board reserves the right to update and/or amend any provision under this Policy as it deems necessary.

#### ***(j) Conflict Resolution***

Conflicts among Company employees are resolved with the intervention of the Department Heads and the Human Resources Division with the end in view of settling each conflict amicably.

- (2) Has the Code of Ethics or conduct been disseminated to all directors, senior management, and employees?

The Code of Conduct has been fully disseminated to all directors, senior management, and



employees of the Company via email and via the distribution of pamphlets containing the full text of the Code of Conduct. (Revised as of 20 August 2015)

(3) Discuss how the Company implements and monitors compliance with the Code of Conduct

To effectively implement the Code of Conduct, the Company has disseminated the same to all directors, senior management, and employees, to fully apprise them of its provisions. The Company has also put in place procedures and a grievance machinery to give due course to complaints of violations, with apt regard for the requirements of due process. (Revised as of 20 August 2015)

**(4) Related Party Transactions**

***(a) Policies and Procedures***

*With respect to the parent Company, joint ventures, subsidiaries, associates, affiliates and substantial shareholders. –*

The Company is cognizant of the good governance and best practices pitfalls of related party transactions. It is for this reason that such transactions are entered into with due care and thorough deliberation, and within the limitations provided by relevant laws and regulations. The Company also ensures that such transactions are fair to the Company and are at arm's length. Such transactions are fully disclosed to the Board and subjected to vigorous scrutiny by the directors, and must be approved by a majority vote of the Board of Directors.

With respect to the directors, the Company's policy as set out in its Manual of Corporate Governance is that a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process. A director who has a continuing material conflict of interest should seriously consider resigning from his position. A conflict of interest shall be considered material if the director's personal or business interest is antagonistic to that of the corporation, or stands to acquire or gain financial advantage at the expense of the corporation.

With respect to Officers/Directors (including spouses/children/siblings/parents)

The Company, as a general rule, discourages transactions with Officers and Directors and their spouses/children/siblings/ parents. Where such a transaction arises, the Company takes deliberate care in ensuring that the same fosters no conflict of interest, and is not prejudicial to the Company. Material transactions of such nature are duly disclosed to the Board for the latter's scrutiny and approval. Disclosure obligations required by law and relevant regulation are also duly complied with by the Company.

With respect to interlocking directors

Transactions with entities with interlocking directors with the Company are treated in the same manner as the Company views related party transactions. Requirements set forth by law and regulation in cases involving interlocking directors are also duly observed.



The Company has adopted a Related Party Transactions Policy which may be viewed in the Company's website under "Company Policies". Said Policy's text is set out in full below:

The Company is cognizant of the good governance and best practices pitfalls of related party transactions. It is for this reason that such transactions are entered into with due care and thorough deliberation, and within the limitations provided by relevant laws and regulations. The Company also ensures that such transactions are fair to the Company and are at arm's length. Such transactions are fully disclosed to the Board and subjected to vigorous scrutiny by the directors, and must be approved by a majority vote of the Board of Directors. With respect to the directors, the Company's policy as set out in its Manual of Corporate Governance is that a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process. A director who has a continuing material conflict of interest should seriously consider resigning from his position. A conflict of interest shall be considered material if the director's personal or business interest is antagonistic to that of the corporation, or stands to acquire or gain financial advantage at the expense of the corporation. With respect to Officers/Directors (including spouses/children/siblings/parents) The Company, as a general rule, discourages transactions with Officers and Directors and their spouses/children/siblings/ parents. Where such a transaction arises, the Company takes deliberate care in ensuring that the same fosters no conflict of interest, and is not prejudicial to the Company. Material transactions of such nature are duly disclosed to the Board for the latter's scrutiny and approval. Disclosure obligations required by law and relevant regulation are also duly complied with by the Company. With respect to interlocking directors Transactions with entities with interlocking directors with the Company are treated in the same manner as the Company views related party transactions. Requirements set forth by law and regulation in cases involving interlocking directors are also duly observed. Further, in case of related party transactions requiring shareholders' approval, the guideline that the decision should be made by disinterested shareholders shall be observed. (Revised as of 15 May 2017)

**(b) Conflict of Interest**

As of this reporting period, there is no transaction with the Company's Directors/Officers and its significant shareholders which will potentially result in a conflict of interest.

In case any actual conflict of interest shall arise, the same shall be initially resolved through the Company's internal dispute resolution mechanism.



**(5) Family, Commercial, and Contractual Relations**

**(a) Relation of a family, commercial, contractual, or business nature that exists between the holders of significant equity (5%) or more**

Travel Aim Investments B. V. which, as of 30 April 2013, holds 34.61% of the equity of the Company, is a wholly-owned subsidiary of Kerry Properties Limited. Kerry Properties Limited is a Bermuda company incorporated in 1996 and listed on the Hong Kong Stock Exchange. It is controlled by the Kuok Group, and was formed to hold the Hong Kong and Mainland China property investments and developments and infrastructure interests of the Kuok Group. In the Philippines, the interests of the Kuok Group are chaired by Mr. Edward Kuok who is also the Chairman and Director of the Registrant. Mr. Kuok is authorized to vote on behalf of Travel Aim Investments BV during the forthcoming stockholders' meeting.

Ideal Sites and Properties, Inc. (Ideal), which holds 30.76% of the company's equity, is the owner of record of 1,465,615,626 shares. These shares serve as underlying securities to the Philippine Deposit Receipts (PDRs) issued by Ideal. Ideal is a member of the Kuok Group of Companies. Ideal's address is at Level 5, Shangri-la Plaza, Edsa cor. Shaw Blvd., Mandaluyong City. Mr. Kuok is authorized to vote on behalf of Ideal Sites and Properties, Inc. during the forthcoming stockholders' meeting.

**(b) Relation of a family, commercial, contractual, or business nature that exists between the holders of significant equity (5%) and the Company**

Same as in (a) above.

**(c) Shareholder Agreements that may Impact on the Control, Ownership, and Strategic Direction of the Company**

There is no shareholders agreement pertaining to the Company. There is none that will impact on the control, ownership, and strategic direction of the Company.

**(6) Alternative Dispute Resolution**

In the last three years prior to this reporting period, the Company has not had significant conflicts or differences with its shareholders such as to escalate into a dispute requiring the intervention of third party mediation or requiring internal dispute resolution measures. In certain disputes with third party contractors, suppliers, or providers, the Company has resorted to mediation and/or arbitration proceedings in order to settle disputed issues. To the extent possible, the Company exerts efforts to immediately settle differences so as not to embroil the Company in prolonged proceedings whether in the mediation, arbitration, or court arena.

## C. **BOARD MEETINGS AND ATTENDANCE**

### 1) **Schedule of Board Meetings**

Pursuant to the By-Laws of the Company, the regular meetings of the Board shall be held quarterly. Special meetings may be held upon the request of the Chairman, or in his absence the President, or upon the request or the majority of the directors.

### 2) **Attendance of Directors** *(Revised as of 15 May 2017)*

*From 01 January 2016 to 31 December 2016*

Board	Name	Date of Election	No. of Meetings Held During the year	No. of Meetings Attended	%
Chairman	Edward Kuok Khoon Loong	31.03.92/re-elected in 21.06.2016 AGM	5	3	60%
Member	Alfredo C. Ramos	11.08.88/-do-	5	5	100%
Member	Cynthia R. Del Castillo	28.06.01/-do--	5	3	60%
Member	Johnny O. Cobankiat	14.08.07/-do-	5	4	80%
Member	Benjamin I. Ramos	26.08.10/-do-	5	5	100%
Member	Wilfred Woo	23.08.11/-do-	5	5	100%
Member	Danila Regina I. Fojas	13.06.02/-do-	5	5	100%
Member	Kin Sun Andrew Ng	16.06.05/-do-	5	5	100%
Member	Federico G. Noel, Jr.	15.11.99/-do-	5	5	100%
Member	Ho Shut Kan	23.06.10/-do-	5	3	60%
Member	Wilkie Lee	18.06.08/-do-/ resigned as of 14 Sept. 2016	5	3	60%
Member	Antonio O. Cojuangco	14.08.17/-do-	5	3	60%
Member	Maximo G. Licaucó III	27.11.13/re-elected 21.06.2016	5	5	100%
Member	Manuel M. Cosico	26.6.2013/re-elected 21.06.2016/resigned as of 14 Sept. 2016	5	4	80%
Member	Koay Kean Choon	26.6.2013/re-elected 21.06.2016	5	5	100%
Member	Karlo Marco P. Estavillo	14.09.16/appointed 14 Sept. 2016	5	2	40%
Member	Gregory Allan Dogan	14.09.16/appointed 14 Sept. 2016	5	0	0

### 3) **Separate Meeting of Non-Executive Directors**

The non-executive directors meet separately without the executive directors as they deem necessary on the same day scheduled for the Board meetings, before or after the regular full Board meeting.



#### **4) Quorum Requirement for Board Decisions**

Pursuant to the By-Laws of the Company, save for cases where Philippine law requires a higher majority vote, a majority of the entire membership of the Board of Directors shall constitute a quorum for the transaction of business; and no corporate act shall be deemed to have been taken by the Board without the affirmative vote of at least a majority of those present during the meeting.

#### **5) Access to Information**

- (a) Papers for the Board of Directors meetings are given in advance to the directors at least seven (7) days before the meeting date.
- (b) Board members enjoy independent access to Management and the Corporate Secretary, to enable them to properly fulfil their duties and responsibilities. Thus, in the Company's Manual of Corporate Governance, it is provided thus:

"To enable the members of the Board to properly fulfill their duties and responsibilities, Management should provide them with complete, adequate and timely information about the matters to be taken in their meetings.

Reliance on information volunteered by Management would not be sufficient in all circumstances and further inquiries may have to be made by a member of the Board to enable him to properly perform his duties and responsibilities. Hence, the members should be given independent access to Management and the Corporate Secretary.

The information may include the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.

The members, either individually or as a Board, and in furtherance of their duties and responsibilities, should have access to independent professional advice at the corporation's expense."

- (c) The role of the Corporate Secretary.

Pursuant to the Company's By-laws, the Corporate Secretary must be a resident and a citizen of the Philippines. He shall be the custodian of and shall maintain the corporate books and records and shall be the recorder of the corporation's formal actions and transactions. He shall have the following specific powers and duties:

- (i) To record or see to the proper recording of the minutes and transactions of all meetings of the directors and the stockholders and to maintain minute books of such meetings in the form and manner required by law;
- (ii) To keep or cause to be kept record books showing the details required by law with respect to the stock certificates of the Corporation, including ledgers and transfer books showing all shares of the Corporation subscribed, issued, and transferred;
- (iii) To keep the corporate seal and affix it to all papers and documents requiring a seal and to attest by his signature all corporate documents requiring the same;

- (iv) To attend to the giving and serving of all notices of the Corporation required by law or these By- Laws to be given;
- (v) To certify to such corporate acts, countersign corporate documents or certificates, and make reports or statements as may be required of him by law or by government rules and regulations;
- (vi) Keep abreast of relevant laws, regulations, all government issuances, relevant industry development and operations of the Company, and advise the Board and the Chairman on all relevant issues as they arise;
- (vii) Work fairly with the Board, Management, and stockholders, and contribute to the flow of information between the Board and its committees, and the Board and its stakeholders, including shareholders;
- (viii) Advise on the establishment of Board committees and their terms of reference
- (ix) To act as the inspector at the election of directors and, as such, to determine the number of shares of stock outstanding and entitled to vote, the shares of stock represented at the meeting, the existence of a quorum, the validity and effect of proxies, and to receive votes, ballots, or consents, hear and determine all challenges and questions arising in connection with the right to vote, count and tabulate all votes, ballots, or consents, determine the result, and do such acts as are proper to conduct the election or vote. The Secretary may assign the exercise or performance of any or all of the foregoing duties, powers and functions to any other person or persons, subject always to his supervision and control;
- (x) To perform such other duties as are incident to his office or as may be assigned to him/her by the Board of Directors or the President. (Revised as of 15 May 2017)

In addition to the foregoing, the Corporate Secretary regularly circulates to the Directors updates on relevant statutes and regulations to keep directors abreast of these matters.

- (d) The Company Secretary is a lawyer and is trained in company secretarial services. He is not an accountant. For matters relating to accountancy, the Corporate Secretary is fully supported by the officers and personnel of the Company's Accounting Team.
- (e) There is no formal procedure that has to be observed by Directors to avail themselves of information necessary to be able to allow them to prepare for the Board meetings. The Company's Directors enjoy independent access to the Company's Management and to the Corporate Secretary.

## 6) External Advice

There is no formal procedure that has to be observed by Directors to avail themselves of external advice which they may deem necessary to be able to allow them to prepare for the Board meetings. Directors are not prevented by any Company policy to seek such advice, subject only to considerations of confidentiality of transactions and operations.



**7) Changes in Existing Policies**

There have been no changes in policy introduced by the Board during its most recent term.

**D. 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	Fixed salaries are reviewed and approved annually by the Chairman of the Board and the Board of Directors. Salaries are computed in reference to the economic and industry movement.	Fixed salaries are reviewed and approved annually by the Chairman of the Board and the Board of Directors. Salaries are computed in reference to the economic and industry movement.
(2) Variable remuneration	Variable salaries are reviewed and approved annually by the Chairman of the Board and the Board of Directors. Variable salaries are provided taking into consideration factors such as industry competitiveness and market trends.	Variable salaries are reviewed and approved annually by the Chairman of the Board and the Board of Directors. Variable salaries are provided taking into consideration factors such as industry competitiveness and market trends.
(3) Per diem allowance	Allowances are based on actual reasonable expenses.	Allowances are based on actual reasonable expenses
(4) Bonus	Bonuses are based on the Company's annual performance and individual performance appraisal rating.	Bonuses are based on the Company's annual performance and individual performance appraisal rating.
(5) Stock Options and other financial instruments	Not applicable. The Company does not have a stock option scheme for officers or employees.	Not applicable. The Company does not have a stock option scheme for officers or employees.
(6) Others (specify)	Not applicable.	Not applicable.

**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	The company's	The remuneration of the	An analysis of

	remuneration policy and structure is such that it is both internally equitable and externally competitive, subject to the organization's limits in affordability and to each employee's qualification and performance.	executive directors are in the form of salaries, discretionary bonuses, allowances, and other benefits. The salary range is based on its job levels.	external economic factors is made such as market trends and industry range.
Non-Executive Directors	No remuneration is paid to the Company's non-executive directors for their service as such to the Company's Board.	Since the non-executive Directors are not entitled to any form of compensation, the disclosure of the structure of compensation package is NOT APPLICABLE.	This is NOT APPLICABLE as the non-executive Directors are not entitled to any form of compensation.

The Company's non-executive directors are not given any manner of remuneration for their services as such to the Company's Board. There is thus no remuneration structure that may be submitted for shareholders approval.

### 3) **Aggregate Remuneration** (Revised as of 15 May 2017)

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	P44,242,709.33	N / A	N / A
(b) Variable Remuneration	P4,544,640.00	N / A	N / A
(c) Per diem Allowance	Only reasonable actual expenses are allowed	N / A	N / A
(d) Bonuses	P22,498,433.00		
(e) Stock Options and/or other financial instruments	N / A	N / A	N / A
(f) Others (Specify)	N / A	N / A	N / A
<b>Total</b>	<b>P71,285,782.00</b>		

Other Benefits	Executive Directors	Non-Executive Director (other than independent directors)	Independent Directors
1) Advances	N / A	N / A	N / A



2) Credit granted	N / A	N / A	N / A
3) Pension Plan/s Contributions	N / A	N / A	N / A
(d) Pension Plans, Obligations incurred	N / A	N / A	N / A
(e) Life Insurance Premium	P171,446.00	N / A	N / A
(f) Hospitalization Plan	P128,772.00	N / A	N / A
(g) Car Plan	P4,400,000.00	N / A	N / A
(h) Others (Specify)	N / A	N / A	N / A
<b>Total</b>	<b>P6,224,218.00</b>		

#### 4) **Stock Rights, Options and Warrants**

##### **(a) Board of Directors**

There is no Company policy entitling, and none of the Company's Directors own or are entitled to stock rights, options or warrants over the Company's shares:

##### **(b) Amendments of Incentive Programs**

There is no existing Company Policy entitling the Company's directors to an incentive program.

#### 5) **Remuneration of Management (Revised as of 15 May 2017)**

Identify the six (6) members of management who are not at the same time executive directors and indicate the total remuneration received during the financial year:

<b>Name of Officer/Position</b>	<b>Total Remuneration</b>
Noel C. Neric, VP Property Management	<b>P36,762,059.00</b>
Maria Myla Rae S. Orden, Assistant General Counsel	
Romeo A. Bison, Jr. , Assistant Corporate Legal Counsel	
Roselyn Santos, Group Human Resources Director	
Miguel Feuermann, Director, Property Management	
Madeleine Treichler, Marketing Manager	

#### **E. BOARD COMMITTEES**

##### **1) Number of Members, Functions, and Responsibilities of the Various Board Committees**

##### **(a) Executive Committee**

Pursuant to the Company's By-Laws, the Executive Committee shall have five (5) members, all of whom shall be directors. All of the committee members are executive directors. The Executive Committee shall have and may exercise, in the intervals between meetings of the

Board of Directors, all of the powers of the Board in the management of the business and affairs of the Corporation, but excluding such powers as are expressly reserved to the Board of Directors under Philippine law, and such power as are reserved in the By-Laws of the Company for action by shareholders. All the actions taken by the Executive Committee shall be submitted to the Board at its next meeting for ratification.

**(b)      *Nomination Committee***

The Company has a Nomination Committee, which is composed of at least three (3) members and one of whom is an independent director, tasked to review and evaluate the qualifications of all persons nominated to the Board (for both regular and independent directors) and other appointments that require Board approval, and to assess the effectiveness of the Board's processes and procedures in the election or replacement of directors. *In accordance with the Company's latest revision to its Manual of Corporate Governance, the Nomination Committee and its functions will be subsumed under the Corporate Governance Committee upon its constitution (Revised as of 15 May 2017).* The Nomination Committee does not have an independent charter, but the procedure it is required to observe in the evaluation of nominees to the Board is enshrined both in the Company's By-laws and Manual of Corporate Governance, thus:

**"Nomination of Independent Director/s**

The nomination of independent directors shall be conducted by the Committee prior to a stockholders' meeting. All recommendations shall be signed by the nominating stockholders together with the acceptance and conformity by the would-be nominee.

The Nomination Committee shall pre-screen the qualifications and prepare a final list of all candidates and put in place screening policies and parameters to enable it to effectively review the qualifications of the nominees for independent director/s.

After the nomination, the Committee shall prepare a Final List of Candidates which shall contain all the following information about all the nominees for independent directors:

- (1) Names, ages, and citizenship of all nominees;
- (2) Positions and offices that each nominee has held, or will hold if known;
- (3) Term of office and the period during which the nominee has served as director;
- (4) Business experience during the past five (5) years;
- (5) Other directorships held in SEC reporting companies, naming each company;
- (6) Family relationships up to the fourth civil degree either by consanguinity or affinity among directors, executive officers, or persons chosen by the company to become directors or executive officers;
- (7) Involvement in legal proceedings, i.e., a description of any of the following events that occurred during the past five (5) years up to the latest date that are material to an evaluation of the ability of integrity of any director, any nominee for election as director, executive officer, underwriter or control person of the company:



- (a) Any bankruptcy petition filed by or against any business of which such person was a general partner or executive officer either at the time of the bankruptcy or within two years prior to that time;
  - (b) Any conviction by final judgment, including the nature of the offense, in a criminal proceedings, domestic or foreign, or being subject to a pending criminal proceeding, domestic or foreign, excluding traffic violations and other minor offenses;
  - (c) Being subject to any order, judgment, or decree, not subsequently reversed, suspended, or vacated, of any court of competent jurisdiction, domestic or foreign, permanently or temporarily enjoining, barring, suspending or otherwise limiting his involvement in any type of business, securities, commodities or banking activities; and
  - (d) Being found by a domestic or foreign of competent jurisdiction (in a civil action), the SEC or comparable foreign body, or a domestic or foreign exchange or other organized trading market or self-regulatory organization, to have violated securities or commodities law or regulation, and the judgment has not been reversed, suspended, or vacated.
- (8) Disclosure if owning directly or indirectly as record and/or beneficial owner of any class of the company's voting securities;
  - (9) Disclosure of owning voting trust of more than 5% of the company's securities; and
  - (10) Any such other information as may be required to be disclosed by the Securities and Exchange Commission although not expressly provided for above.

The Final List of Candidates shall be made available to the Securities and Exchange Commission and to all stockholders through the filing and distribution of the Information Statement, or in such other reports the company is required to submit to the Securities and Exchange Commission. The name of the person or group of persons who recommended the nomination of the independent director shall be identified in such report including any relationship with the nominee.

Only nominees whose names appear on the Final List of Candidates shall be eligible for election as independent director/s. No other nominations shall be entertained after the Final List of Candidates shall have been prepared. No further nominations shall be entertained or allowed on the floor during the actual annual stockholders' meeting.

Except as required in the foregoing, the election of independent directors shall be made in accordance with the standard election procedures of the company or its by-laws.

It shall be the responsibility of the Chairman of the Meeting to inform all stockholders in attendance of the mandatory requirement of electing independent director/s. He shall ensure that an independent director/s are elected during the stockholders' meeting.

Specific slots for independent directors shall not be filled-up by unqualified nominees.

In case of failure of election for independent director/s, the Chairman of the Meeting shall call a separate election during the same meeting to fill up the vacancy.

In case of resignation, disqualification or cessation of independent directorship and only after notice has been made with the Securities and Exchange Commission within five (5) days from such resignation, disqualification or cessation, the vacancy shall be filled by the vote of at least a majority of the remaining directors, if still constituting a quorum, upon the nomination of the Nomination Committee, otherwise, said vacancies shall be filled by the stockholders in a regular or special meeting called for the purpose. An independent director so elected to fill a vacancy shall serve only for the unexpired term of his predecessor-in-office.

#### Nomination of Regular Director/s

The nomination of the company's regular (non-independent directors) shall also be subject to the foregoing procedure for the nomination of independent directors."

#### **(c) Audit Committee**

In compliance with the latest revisions to the Company's Manual of Corporate Governance, the Audit Committee shall be composed of at least 3 appropriately qualified non-executive directors, the majority of whom, including the chairman, shall be independent (Revised as of 15 May 2017). The chair of the Audit Committee is an independent director. The audit committee has adopted its Audit committee Charter which is compliant with the relevant guidelines set out by the SEC. The Audit Committee has the following functions:

- (i) Recommend the approval of the Internal Audit Charter (IA Charter), which formally defines the role of Internal Audit and the audit plan as well as oversees the implementation of the IA Charter;
- (ii) Through the Internal Audit (IA) Department, monitor and evaluate the adequacy and effectiveness of the Corporation's internal control system, integrity of financial reporting, and security of physical and information assets. Well-designed internal control procedures and processes that will provide a system of checks and balances shall be place in order to (i) safeguard the Corporation's resources and ensure their effective utilization, (ii) prevent occurrence of fraud and other irregularities, (iii) protect the accuracy and reliability of the Corporation's financial data, and (d) ensure compliance with applicable laws and regulations;
- (iii) Oversee the Internal Audit Department and recommend the appointment and/or grounds for approval of an internal audit head



or. The Audit Committee shall also approve the terms and conditions for outsourcing internal audit services.

- (iv) Establish and identify the reporting line of the Internal Auditor to enable him to properly fulfill his duties and responsibilities. For this purpose, the Internal Auditor shall directly report to the Audit Committee;
- (v) Review and monitor Management's responsiveness to the Internal Auditor's findings and recommendations;
- (vi) Prior to the commencement of the audit, discuss with the External Auditor the nature, scope and expenses of the audit, and ensure proper coordination if more than one audit firm is involved in the activity to secure proper coverage and minimize duplications of efforts;
- (vii) Evaluate and determine the non-audit work, if any, of the External Auditor, and periodically review the non-audit fees paid to the External Auditor in relation to the total fees paid to him and to the Corporation's overall consultancy expenses. The Audit Committee shall disallow any non-audit work that will conflict with his duties as an External Auditor or may pose a threat to his independence. The non-audit work, if allowed, shall be disclosed in the Corporation's Annual Report and Annual Corporate Governance Report;
- (viii) Review and approve the Interim and Annual Financial Statements of the Corporation before their submission to the Board with particular focus on the following:
  - Any change/s in accounting policies and practices
  - Areas where a significant amount of judgement has been exercised
  - Significant adjustments resulting from the audit
  - Going concern assumptions
  - Compliance with accounting standards
  - Compliance with tax, legal and regulatory requirements
- (ix) Review the disposition of the recommendations in the External Auditor's management letter;
- (x) Perform oversight functions over the Corporation's Internal and External Auditors. The Audit Committee shall ensure the



independence of Internal and External Auditors, and that both auditors are given unrestricted access to all records, properties and personnel to enable them to perform their respective audit functions;

(xi) Coordinate, monitor and facilitate compliance with laws, rules and regulations;

(xii) Recommend to the Board the appointment, reappointment, removal and fees of the External Auditor, duly accredited by the Commission, who undertakes an independent audit of the Corporation, and provide an objective assurance on the manner by which the financial statements shall be prepared and presented to the stockholders; and

(xiii) Perform the functions of the Board Risk Oversight Committee and/or Related Party Transactions Committee. (Revised as of 15 May 2017)

**(d) Remuneration Committee**

The Company does not have a Remuneration Committee where all matters of remuneration of Company officers and employees are taken up by Management and the Board as a whole.

**2) Committee Members**

**(a) Executive Committee (appointed during the organizational meeting of the Board of Directors last 21 June 2016) (Revised as of 15 May 2017)**

Office	Name	Date of Appointment	No. of Meetings Held (for 2016-2017)	No. of Meetings Attended	%	Length of Service in the Committee (as of 15 May 2017)
Chairman (ED)	Wilfred Woo	08.23.2011	12	12	100%	5 yrs. 8 mos.
Member (ED)	Federico G. Noel, Jr.	08.28.2001	12	12	100%	15 yrs. 8 mos.
Member (ED)	Kin Sun Andrew Ng	08.28.2001	12	12	100%	15 yrs. 8 mos.
Member (ED)	Danila Regina I. Fojas	06.22.2011	12	12	100%	5 yrs. 10 mos.

(Revised as of 15 May 2017)



**(b) Audit Committee** (Revised as of 15 May 2017)

Office	Name	Date of First and Last Appointment	No. of Meetings Held (from 01 January to 31 December 2016)	No. of Meetings Attended	%	Length of Service in the Committee (as of 15 May 2017)
Chairman (NED) (ID)	Johnny Cobankiat	14-Aug-07/ 21-June-2016	3	3	100%	9 yrs. 9 mos.
Co-Chairman (NED)	Maximo G. Licauco III	21-June-2016	3	2	66.67%	10 mos.
Member (NED) (ID)	Manuel M. Cosico	19-Feb-2014/21-June-2016 (resigned effective 14-Sep-2016)	3	1	33.33%	2 yrs. 6 mos. (resigned effective 14 Sept. 2016)
Co-Chairman (NED)	Alfredo C. Ramos	06-Aug-07/ 18 Jun-2015	3	1	33.33%	8 yrs. 10 mos.

**Qualifications of the Audit Committee members.**

**Maximo G. Licauco III** is a Director of The Philodrill Corporation. He is also President of Filstar Distributors Corporation (Hallmark Licensee) and Area Vice President of National Book Store, Inc.

**Johnny O. Cobankiat** is the President of Co Ban Kiat Hardware, Inc., Ace Hardware, Philippines, and Coby's Marketing Corp. He is the Vice Chairman of the Federation of Filipino-Chinese Chamber of Commerce, Director of R. Nubla Securities, Inc. and of the Philippine Hardware Association; Education: BSC Accounting, DLSU.

**Manuel M. Cosico** is a Partner of Romulo Mabanta Buenaventura, Sayoc & de los Angeles Law Firm. He is Chairman of Construction Industry Arbitration Commission (CIAC) since 2011 and was a former Arbitrator of CIAC from 2001 to 2011. He was previously the Presiding Judge of Branch 136 of the Regional Trial Court of Makati from 1986 to 1991 and a Special Criminal Court Judge from 1986 to 1991. He was a former Professor of Evidence, Civil Procedure, Special Proceedings and Trial Techniques at Ateneo de Manila University; Education: Bachelor of Laws. (Resigned as of 14 September 2016)

**Alfredo C. Ramos** is the Vice Chairman of the Company. He is the Chairman of the Board of Anglo Philippine Holdings, Inc., Anvil Publishing, Inc., Carmen Copper Corporation, NBS Express, Inc. and Vulcan Materials Corporation. He is the Chairman and President of Atlas Consolidated Mining & Development Corporation, The Philodrill Corporation, National Book Store, Inc., Vulcan Industrial & Mining Corporation and United Paragon Mining Corporation. He is also the President of Abacus Book & Card Corporation, Crossings Department Store Corp., Power Books, Inc., and MRT Holdings Inc. He is Vice Chairman of Shangri-La Plaza Corporation, MRT Development Corporation, Metro Rail Transit Corporation and LR Publications, Inc. ; Education: Bachelor of Arts, ADMU; Graduate Studies, Bureau of Small Business (ADMU).



**Josephine Logroño**, Secretary to the Audit Committee. (Resigned as of 07 October 2016)

***The Audit Committee's Responsibility Relative to the External Auditor.***

The Audit Committee has the primary responsibility of recommending to the Board the appointment or removal of the external auditor. (Revised as of 20 August 2015)

Pursuant to the Company's Manual of Corporate Governance, the Audit committee shall perform oversight functions over the Company's external auditors. It shall ensure that the internal and external auditors act independently from each other, and that both auditors are given unrestricted access to all records, properties and personnel to enable them to perform their respective audit functions. The Audit Committee is also tasked to Evaluate and determine the non-audit work, if any, of the external auditor, and review periodically the non-audit fees paid to the external auditor in relation to their significance to the total annual income of the external auditor and to the corporation's overall consultancy expenses. The committee shall disallow any non-audit work that will conflict with his duties as an external auditor or may pose a threat to his independence.

The Audit Committee also assesses annually the qualification, expertise and resources, and independence of the external auditors and the effectiveness of the audit process

**(c) *Nomination Committee*** (Revised as of 15 May 2017)

Office	Name	Date of Appointment	No. of Meetings Held (for 2016)	No. of Meetings Attended	%	Length of Service in the Committee (as of 15 May 2017)
Chairman (NED)	Edward Kuok Khoon Loong	23 June 2010	1	1	100%	6 yrs. 6 mos.
Member (NED) (ID)	Antonio Cojuangco	14 August 2007	1	1	100%	9 yrs. 4 mos.
Member (NED)	Cynthia R. del Castillo	18 June 2004	1	1	100%	12 yrs. 6 mos.
Member (ED)	Federico G. Noel, Jr.	18 June 2004	1	1	100%	21 yrs. 6 mos.

**(d) *Remuneration Committee***

N/A. The Company does not have a formally instituted remuneration committee. All remuneration matters are passed upon by the Executive Committee and the Board.

**3) *Changes in Committee Members*** (Revised as of 15 May 2017)

Mr. Manuel Cosico, one of the members of the Audit Committee, resigned effective 14 September 2017. The Company's Board of Directors recently elected the members for the



Nomination Committee on 21 June 2016 during its organizational meeting after the Annual Stockholders Meeting.

#### **4) Work Done By Each Committee and Issues Addressed During the Year**

##### ***Executive Committee***

The Executive Committee of the Company meets weekly and operates as a general management committee. Throughout the year, it has taken up all matters relating to corporate development, strategies and direction, business transactions, risk management, internal control, corporate governance, shareholder and stakeholder concerns. All decisions of the Executive Committee are brought up to the Board for approval, and to the stockholders during the annual general meeting for ratification.

The Executive Committee tackled and discussed all issues concerning the Company's business goals and operations.

##### ***Audit Committee***

During the year, the Audit Committee reviewed (i) draft financial statements prior to recommending them to the Board for approval; (ii) reviewed, in conjunction with the external auditor, the development of accounting standards and assessed potential impacts on the financial statements; (iii) assessed the independence of the external auditor; (iv) discussed the proposed scope of work and approach of the audit with the external auditor; (v) recommended to the Board the appointment and remuneration of the external auditor; (vi) reviewed and approved the internal audit program, reviewed the internal audit reports and discussed issues with internal audit team and with the senior management; (vii) reviewed the independence of the internal audit function and the level of support and cooperation given by the management to the internal audit team, as well as resources of the internal audit team when undertaking its duties and responsibilities; (viii) reviewed the adequacy and effectiveness of the company's system of internal control.

During the financial year ended 31 December 2016, there were no significant control issues, weaknesses or significant areas of concern identified.

##### ***Nomination Committee (Revised as of 15 May 2017)***

The Nomination Committee received and evaluated nominations for directors (regular and independent) to serve for the fiscal year 2016-2017. It will be doing the same for the fiscal year 2017-2018. There were no significant issues that were raised during the year.

#### **5) Committee Program**

While there are no specific programs planned at this time that can be detailed for purposes of this reporting, each of the Committees is fully cognizant of their respective roles in ensuring that the Company is abreast and compliant with corporate governance mandates issued by the regulatory authorities, and will continually exert efforts to be effective in this role.

## **F. RISK MANAGEMENT SYSTEM**

### **1) Overall Risk Management Philosophy of the Company**

The Company, through the Board, ensures the maintenance of an adequate system of internal controls and reviewing their effectiveness. The system of internal control is designed to facilitate effective and efficient operations, safeguard its assets, and ensure that the quality of internal and external reporting comply with applicable laws and regulations. In establishing internal controls, the Company has taken into consideration the nature and extent of the Company's business, operations and financial risks, the likelihood of crystallization of such risks, and the costs of implementing the relevant internal controls. These internal controls are designed to manage, but not eliminate the risk of failure to achieve business objectives and provide reasonable, but not absolute, assurance against the risks of materials misstatement, fraud, or losses. Each year, the board reviews the risks affecting the Company and evaluates the effectiveness of the internal control framework with respect to the management of such risks. The company's internal control framework covers: (i) the setting of objectives, budgets, and targets; (ii) the establishment of regular reporting of financial information, in particular, the tracking of deviations between actual performances and budgets/targets; (iii) the delegation of authority; and (iv) the establishment of clear lines of accountability.

#### ***Annual Review by the Board of the Risk Management System***

During their first meeting this year, *2017*, the Board reviewed the existing internal controls and assessed their effectiveness against the various risks to which the Company was vulnerable during the covered period, and determined that the Company's internal controls are efficient and effective. *(Revised as of 15 May 2017)*

### **2) Risk Policy**

#### ***(a) Company***

As describe above, the Company's internal control framework covers: (i) the setting of objectives, budgets, and targets; (ii) the establishment of regular reporting of financial information, in particular, the tracking of deviations between actual performances and budgets/targets; (iii) the delegation of authority; and (iv) the establishment of clear lines of accountability.

Strategies and objectives of the Company as a whole are determined by the Board. Budget are prepared annually and reviewed by the Board. In implementing these strategies and achieving these objectives, each Executive Director has specific responsibilities for monitoring the conduct and operations of individual business units within the Company. This includes the review and approval of business strategies and plans, the setting of business related performance targets as well as the design and implementation of internal controls.



Periodic financial information is provided to the Executive Directors. Variance analysis between actual performances and targets are prepared and documented for discussion at Board meetings, with explanations noted for any material variances and deviations between actual performances and budgets/targets. This helps the Board and the Company's Management to monitor the Group's business operations and to plan on a prudent and timely basis. Other regular and ad hoc reports are prepared for the Board and its various committees, to ensure that the Directors are provided with all the requested information in a timely and appropriate manner.

To allow for delegation of authority as well as to enhance segregation of duties and accountability, a clear organization structure exists detailing different levels of authority and control responsibilities within each business unit of the Company. Certain specific matters are reserved for the Board's decision and cannot be delegated. These include, among others, the approval of the annual and interim results, annual budgets, capital structure, declaration of dividends, material acquisitions, disposals and capital expenditures, Board structure and its composition and succession.

In addition, the Board also monitors its internal controls through a program of internal audits. The internal audit team reviews the major operations, financial and risk management controls of the company on a continuing basis, and aims to cover all its major operations on a rotational basis. The scope of review and the audit program of the internal audit team, formulated and based on a risk assessment approach, with focus on areas with relatively higher perceived risks, are approved by the Audit Committee at the end of the preceding financial year in conjunction with the Company's senior management. During its visits, the internal audit team also ensures that appropriate controls are in place and deficiencies or irregularities (if any) are rectified.

The internal audit function reports directly to the Audit Committee. Accordingly, regular internal audit reports are circulated to the Audit Committee members, the Chief Financial Officer, and the external auditors for review in accordance with the approved internal audit program.

**(b) Group**

The Group's risk management policy follows that of the Company.

**(c) Minority Shareholders**

In order to maintain a healthy relationship with its shareholders – both the majority and minority – the Company has established various channels of communication : (i) shareholders are encouraged to raise any comments or concerns on the performance and future directions of the Company with the Directors at the annual general meeting; (ii) the Company distributes the annual results to the shareholders; (iii) the Company's website contain important corporate information; (iv) shareholders have direct access to the corporate secretary to raise their inquiries and concerns.

**3) Control System set-Up**

**(a) Company**

The Board has overall responsibility for ensuring that the Group maintains as adequate system of internal control and risk management and for reviewing its effectiveness. The Audit Committee undertakes the detailed monitoring of the controls and reports to the Board its findings. The Board reviews the system of internal and financial controls annually to ensure that controls are able to effectively result in the proper management of business risks. The Company has a management structure with clear lines of responsibility and accountability and staffed with appropriate personnel.

**(b) Group**

The control system for the Group follows that of the Company as described above.

**(c) Committee**

It is the Company's Audit Committee that undertakes the detailed monitoring of the different control mechanisms. The Company's management structure is also such that risk management is embedded across the Company's organization.

**G. 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;**

The Board is responsible for maintaining and reviewing the effectiveness of the Company's system of internal controls. The internal controls are designed to meet the Group's particular needs, minimize the risks to which the Company is exposed, manage rather than eliminate the risks to achieve business objectives, and provide reasonable but not absolute assurance against misstatements or losses. The Company's internal control framework covers (i) the setting of objectives, budgets, and targets; (ii) the establishment of regular reporting of financial information, in particular, the tracking of deviations between actual performances and budgets/targets; (iii) the delegation of authority; and (iv) the establishment of clear lines of accountability.

**(b) A statement that the directors have reviewed the effectiveness of the internal control system and whether they consider them effective and adequate; (Revised as of 15 May 2017)**

During the year ended 31 December 2016, the Board, through the Audit Committee, reviewed the risks and evaluated the internal control framework that operates within the Company and considered that the system of internal controls in operation is effective.

**(c) Period covered by the review; (Revised as of 15 May 2017)**

The review covered the period from 01 January 2016 to 31 December 2016. (Revised as of 15 May 2017)

**(d) How often internal controls are reviewed and the directors' criteria for assessing the**



effectiveness of the internal control system; and

Strategies and objectives of the Company as a whole are determined by the Board. Budgets are prepared annually and reviewed by the Board. Budgets are prepared annually and reviewed by the Board. In implementing these strategies and achieving these objectives, each Executive Director has specific responsibilities for monitoring the conduct and operations of individual business units within the Company. This includes the review and approval of business strategies and plans, the setting of business-related performance targets as well as the design and implementation of internal controls.

Periodic financial information is provided to the Executive Directors. Variance analysis between actual performances and targets are prepared and documented for discussion at Board meetings, with explanations noted for any material variances and deviations between actual performances and budget/targets. This helps the Board and the Company's Management to monitor the Group's business operations and to plan on a prudent and timely basis. Other regular and ad hoc reports are prepared for the Board and its various committees, to ensure that the Directors are provided with all the requested information in a timely and appropriate manner.

To allow for delegation of authority as well as to enhance segregation of duties and accountability, a clear organizational structure exists detailing different levels of authority and control responsibilities within each business unit of the company. Certain specific matters are reserved for the Board's decision and cannot be delegated. These include, among others, the approval of annual and interim results, annual budgets, capital structure, declaration of dividends, material acquisitions, disposal and capital expenditures, Board structure and its composition and succession.

In addition, the Board also monitors its internal controls through a program of internal audits. The internal audit team reviews the major operational, financial and risk management controls of the Company on a continuing basis, and aims to cover all its major operations on a rotational basis. The scope of review and the audit program of the internal audit team, formulated and based on a risk assessment approach, with focus on areas with relatively higher perceived risks, are approved by the Audit Committee at the end of the preceding financial year in conjunction with the Company's senior management. During its review, the internal audit team also ensures that appropriate controls are in place and deficiencies or irregularities (if any) are rectified.

(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
The Audit Committee provides the general direction as to the role of Internal Audit. The Internal Audit's responsibilities are defined by the Audit Committee as part of their oversight role	The scope of work of Internal Audit encompasses the examination and evaluation of the adequacy and effectiveness of the organization's system of internal controls.	In-house	<u>Josephine M. Logroño</u> <u>(Resigned effective October 2016)</u> <u>Position vacant as 31 December 2016</u> <u>Michelle C. Ching</u> <u>assumed position effective 16 January 2017.</u>	A written report is prepared and issued by the Chief Internal Auditor following the conclusion of each internal audit engagement and are distributed as appropriate. Internal audit results are also communicated to the Audit Committee.

**(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. The Audit Committee is responsible for the appointment of the Internal Auditor who shall report directly to the Audit Committee

**(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 Chief Internal Auditor reports functionally to the Audit Committee and has full and free access to the Audit Committee. Internal Audit is granted authority for full and complete access to any of the company's records, physical properties, and personnel pertinent to carrying out any engagement.



**(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
Josephine M. Logronio, Internal Audit Manager (resigned as of 07 October 2016)	Better employment opportunity

*(Revised as of 15 May 2017)*

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

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

<b>Progress Against Plans</b>	The 2016 audit activity was completed in accordance to the annual internal audit plan
<b>Issues<sup>1</sup></b>	During the year 2016, there were no significant issues identified which might affect the shareholders' stake in the Company.
<b>Findings<sup>2</sup></b>	During the year 2016, there were no significant issues identified which might affect the shareholders' stake in the Company.
<b>Examination Trends</b>	The audit planning is prepared annually based on a 3-year audit cycle review, risk assessment of the company's business processes, taking into account stakeholder expectations and current developments. During 2016 audit planning, no pervasive issues and findings from the previous year's audit prevailed that resulted to a cycle review in 2012. Also, a follow-up audit was conducted on completed audit, and based on this audit, no significant issues or findings were identified.

[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 a timeline and milestones;
- 2) Conduct of examination based on the plan;
- 3) Evaluation of the progress in the implementation of the plan;
- 4) Documentation of issues and findings as a result of the examination;

<sup>1</sup> "Issues" are compliance matters that arise from adopting different interpretations.

<sup>2</sup> "Findings" are those with concrete basis under the company's policies and rules.

- 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**

Disclose all internal audit controls, policies and procedures that have been established by the company and the result of an assessment as to whether the established controls, policies and procedures have been implemented under the column "Implementation."

Policies & Procedures	Implementation
Revision of Petty Cash Policy and Forms	Established controls were implemented

*(Revised as of 15 May 2017)*

**(g) Mechanisms 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
The Audit Committee evaluates and determines the non-audit work, if any, of the external auditor, and review periodically the non-audit fees paid to the external auditor. The Audit Committee review, at least annually, the qualifications, performance and independence of the external auditors.	The company does not engage in the services of Financial Analysts	The company does not engage in the services of Investment Banks	The company does not engage in the services of Rating Agencies
The Audit Committee is responsible for the appointment of the internal auditor who shall report directly to the Audit Committee. The Audit Committee also reviews and approves the internal audit plans, and reviews the internal			



audit reports			
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*(h) The Company's Chairman and the members of the Executive Committee shall have to attest to the Company's full compliance with the SEC Code of Corporate Governance. Such confirmation shall 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.*

## **H. ROLE OF STAKEHOLDERS**

- 1) The Company is cognizant of its responsibility of balancing the interest of all of its stakeholders – shareholder and non-shareholder (e.g., customers, investors, suppliers, etc.) alike. The Company shall endeavour to maintain positive relations with all of its stakeholders for the smooth conduct of its business.

- (i) Customer's Welfare

The Company, through its various subsidiaries involved the selling of condominium units or leasing of retail space, strives to deliver products of the highest standard and which are in conformity with prevailing best practices.

- (ii) Supplier/contractor selection practice

The Company and its subsidiaries observe a rigid procedure in the appointment of suppliers, contractors, and service providers. This policy seeks to ensure that any supplier/contractor/service provider engaged by the Company or the Group is financially able, technically capable, and in compliance with existing rules and regulations affecting its particular industry. Thus, every potential supplier/contractor/service provider undergoes a stringent accreditation process. Only those successfully accredited may be allowed to bid for any of the Company's or Group's projects. The accreditation process includes an evaluation of the supplier's/contractor's/service provider's legal compliance with statutes and compliance with requirements of regulatory bodies, financial capacity, technical competence, track record in the industry, absence of any suit, claim, or proceeding against it.

With respect to legal compliance, those seeking accreditation are required to present, among others the following: business registration certificates (SEC registration, Certificate of Business Registration from the Department of Trade and Industry), incorporate documents, Tax Identification Number, BIR Certificate of Registration, Mayor's Permit, Distributorship or Franchise authority, SSS, Philhealth, Pag-ibig employer registrations, and such other requirements as may be specific to the applicant's industry.

With respect to the financial stability, the Company required the submission of the applicant's Audited Financial Statements and the Interim Financial Statements. The applicant's financial acceptability is evaluated by the Company base don such factors as liquidity ratio, profitability ratio, etc.).

With respect to technical capability, the requisitioning unit of the Company or the Group evaluates the acceptability and suitability of the products or services being offered by a supplier/contractor/service provider, and looks into the applicant's conformance to relevant

regulatory standards, validity of industry relevant licenses, past performance and track record, table of organization and manpower complement, equipment list, product catalogs, reference reports, etc. The adequacy of the applicant's facilities, equipment and manpower are validated through site visits, third party validation and interviews with reference sites.

(iii) Environmentally friendly value chain

The Company is cognizant of its responsibility towards supporting environment friendly efforts and business and operations practices. Thus, for instance, in dealing with its suppliers or contractors, due care is observed so that only those with environment friendly practices are awarded works and contracts. Internally, the Company has instituted efforts to reduce wastage and establish guidelines for the efficient management of resources such as electricity, water, paper and other common resources being used by the Company. The same due care for environment friendly and green practices is observed within the Group. Thus, for instance, the Company's subsidiary, KSA Realty Corporation has been awarded by internationally prestigious bodies for its energy conservation programs for its condominium facility, The Enterprise Center which is located at the heart of Makati City (i.e, the Asean Energy Awards, Asean Energy Efficient Building). As with the Enterprise Center and the Group's other developments (The Shang Grand Tower, The St. Francis Shangri-La Place, One Shangri-La Place), Shangri-La Plaza, green practices are sought by the Company to the extent possible i.e., through the adoption of technology which optimize energy use with the least impact to the environment, the adoption of waste management programs, green procurement policy with respect to suppliers and contractors, etc., observance of all relevant regulations promulgated by regulatory authorities.

(iv) Community Interaction

The Company and the Group engages in programs in line with its desire to fulfil its social responsibility to the community at large. Thus, it regularly donates substantial amounts to victims of major calamities such as Typhoons Milenyo, Pablo and Sendong. Through its subsidiaries, the Company provides free venues for the hosting of socially relevant events such as those sponsored by the Philippine Red Cross, World Wildlife Fund, etc.

(v) Anti-corruption Programmes and Procedures

The company observes stringent anti-corruption programmes and procedures which includes an express policy on conflict of interest in the case of Company directors, and a code of ethic for the strict observance of the Company's employees with respect to conflict of interest issues, use of Company assets/resources/information, dealings with customers and suppliers, and non-acceptance of material gifts or gratuities from suppliers/contractors/any party transacting with the Company.

Directors. The Company's Manual of Corporate Governance requires a director to act in the best interest of the Company in a manner characterized by transparency, accountability, and fairness. He is also required to exercise leadership, prudence and integrity in directing the corporation towards sustained progress. Further, a director is admonished not to use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality.



Conflict of Interest. The Company's Code of Ethics set forth the following policies on the issue of conflict of interest:

- (a) Employee shall have direct or indirect financial or business interest in the approval by the President or the Executive Committee in the absence of the President.
- (b) No Employee shall accept a position as an officer, director, or consultant of an outside business concern (except professional or civic organizations or family businesses which have no relationship of any kind with the Company) unless with the written approval by the President or the Executive Committee in the absence of the President.
- (c) No Employee, personally or through subordinates or others, shall influence any business transaction between the Company and any outside company in which that Employee has a financial interest or involvement, or in which the Employee may stand to have financial or personal gain, or when the outside company employs any of the Company Employee's relatives.
- (d) No Employee shall accept any salary, discounts, fee, commission, or other forms of compensation, or any other things of value from any supplier, contractor, competitor, or other business partners as enumerated in Section D unless with written approval by the President or the Executive Committee in the absence of the President unless otherwise provided in this Policy.
- (e) No Employee or his/her relatives shall make or guarantee a loan to, or accept a loan from suppliers, contractor, or competitor of the Company, or have borrowings guaranteed by an individual or organization having business dealings with the Company.
- (f) No Employee shall accept concurrent employment (regular, consultancy, or commission basis) without written approval by the President or the Executive Committee in business of any supplier, contractor, or competitor of the Company unless with the written the absence of the President from any other employer.

Use of Company Assets, Resources, and/or Information. The Company's Code of Ethics prohibits any employee from using any asset, resource, and/or confidential information of the Company for financial or personal gain of the employee or any other person, interest, or entity other than the Company.

Dealings with Customers or Suppliers. The Company's Code of Ethics lays down the following rules to be observed by employees in their dealings with the Company's various customers or suppliers:

- a) Employee shall offer or give payments or any gifts or entertainment, directly or indirectly, to or for the benefit of any Employee of the Company's customers, or to any organization in which an Employee of the Company's customer is known to have a material, direct or indirect, financial or business interest, if such payments or gifts

are for purposes of influencing said Employee to commit or omit any act in violation of the lawful duty of said Employee.

- b) Amenities, entertainment, and other courtesies that are modest may be extended to employees of the Company's customers, but only to the extent appropriate and reasonable under applicable laws and customs and only for legitimate business purposes.
- c) Cash or non-cash payments and donations by the Company of things of value to Company customers, suppliers, contractors, or their employees shall be allowed if these:
  - i) modest and are designed to promote the sale of the Company's products or to enhance generally the business relationships between the Company and its customers, suppliers or contractors; and
  - ii) legal and acceptable by local community standards and customs.

Gifts or Gratuities. The Company's Code of Ethics prohibits employees from accepting any amount of money or cash gifts; any value of gift checks, prepaid cards, or any form of cash equivalents; personal gifts that are inappropriately lavish or excessive, or create a perception of undue influence or of significant amount (over Php2,000.00); business courtesies including discounts or benefits that are not made available to other employees; tickets, pocket money, and lodging for leisure and business travels; tickets to sporting, entertainment, or other non-fundraising events; and testimonial dinners and events, except personalized plaques or trophies.

The violation of an employee of any of the foregoing policies are met with disciplinary action.

(vi) Safeguarding Creditors' Rights

The Company ensures through best practices corporate governance measures that it has a well-performing management in place and that corporate assets are being put to appropriate and profitable use. Creditors' rights are also assured through the Company's observance of strict internal controls and a working risk management system, and through the clear and timely disclosure of the Company's operating and financial performance. Investor communications are kept open by way of direct access to the company's Management and through the Company's website. Creditors are also protected through timely and accurate disclosures made by the Company in such manner as may be required by regulatory institutions and by law.

**2) Separate Corporate Social Responsibility Section**

The Company does not have a section specifically named as a Corporate Responsibility Section. All of the Company's corporate social responsibility endeavors are overseen by its Marketing Department.

**3) Performance-Enhancing Mechanisms For Employee Participation**



***(a) Company's Policy With Respect To Its Employees' Safety, Health, and Welfare***

- The Company provides for the dental, medical & health plan coverage of its employees (in-patient and out-patient benefits) through an appointed service provider.
- The Company provides its employees with Group Life Insurance coverage.
- Regular health programs are also conducted for the employees like anti-flu shots, Pneumococcal & HPV vaccines, etc.
- The Company also schedules in coordination with the healthcare service provider the Annual Physical Examination to determine the employees' health conditions; following the results are treatments and/or corrective measures to address irregular conditions.
- The Company also undertakes sports and physical fitness programs for the employees every year like bowling, yoga classes, etc.
- In coordination with the Security and Safety Department and the local Government, Fire, Earthquake, and evacuation Drills are done annually to educate employees on the Company's emergency preparedness programs

***(b) Show Data Relating to Health, Safety and Welfare of its Employees***

The company has provided Company sponsored activities that promote good health, safety and welfare of its employees. The annual Fire Safety Seminar and Fire Evacuation Drill were held last March 22 and 23, 2017. During the first half of 2017, the company will be conducting a health orientation and wellness programs such as Yoga, Zumba etc. The annual physical exam shall be conducted on the second to third week of June this year to all employees.

The Company has issued several internal memoranda pertaining to employee welfare enhancing activities, i.e., Internal Office Correspondence dated 05 July 2012 regarding the holding of the Group's bowling tournament; Internal Office Correspondence dated 19 April 2012 regarding the schedule for the Fire Safety Drill; Internal Office Correspondence dated 31 May 2012 regarding the Earthquake Awareness Seminar and Evacuation Drill; Internal Office Correspondence dated 22 May 2012 reminding employees of the schedule for flu shots vaccination; Internal Office Correspondence dated 21 May 2012 regarding the Group's summer outing.

***(c) State the Company's Training and Development Programmes for its Employees***

By the end of each year, management identifies and plans for training programs that employees from the different ranks are scheduled to attend the following year. Identification is a result of superior's recommendations & requests, the performance evaluation ratings, and the needs analysis.

For 2013-2017, the following training programs were attended by the employees of the Company and the Group:

**Internal Training Programs**

**2017**

1. All Mandaluyong-Based Employees  
Course: Maxicare Orientation

Details: March 13 and 14 2016; 9:00am- 10:30am and 1:30pm- 3:00pm Training Room, G/F Shangri-La Plaza Mall  
Organizer: Human Resources

2. All Makati-Based Employees  
Course: Maxicare Orientation  
Details: March 10, 2017; 9:00am- 10:30am and 1:30pm- 3:00pm; The Enterprise Center, Makati City  
Organizer: Human Resources
3. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Fire Safety Seminar  
Details: March 22, 2017; 8am-10am; Shang Cineplex  
Organizer: Safety and Security Department
4. All Mandaluyong-Based  
Course: Policy and Lotus Orientation  
Details: March 21, 23 & 24, 2017; 9:00am-5:30pm; Training Room, G/F Shangri-La Plaza Mall and 5<sup>th</sup> and 7<sup>th</sup> floor boardroom  
Organizer: Human Resources with IT Department
5. All Makati-Based Employees and The Fort-based Employees  
Course: Policy Orientation and Lotus Orientation  
Details: March 22 & 28, 2017; 9:00am- 11:00am; The Rise Showroom  
2:00pm-4:00pm; The Enterprise Center, Makati City  
Organizer: Human Resources with IT Department

## 2016

1. All Mandaluyong-Based Employees  
Course: Maxicare Orientation  
Details: February 9, 10, and 22, 2016,  
Organizer: Human Resources
2. All Makati-Based Employees  
Course: Maxicare Orientation  
Details: February 11, 2016; 2:00pm- 4:00pm; The Enterprise Center, Makati City  
Organizer: Human Resources
3. Selected Employees of Shang Group of Companies  
Course: Advanced Microsoft Excel  
Details: April 12, 2016; 9:00am-5:30pm; Training Room, G/F Shangri-La Plaza Mall  
Organizer: Human Resources
4. Selected Employees of Shang Group of Companies  
Course: Power To Lead  
Details: July 7-8, 2016; 9:00am-5:30pm; Eugenio Lopez Center, Antipolo City  
Organizer: Human Resources
5. All Mandaluyong-Based Employees  
Course: iAccess Orientation



Details November 29, December 1, 2, 5, 8 & 13 2016, Training Room, G/F Shangri-La and 5<sup>th</sup> & 7<sup>th</sup> floor boardroom  
Organizer: Human Resources

6. All Makati-Based Employees  
Course: iAccess Orientation  
Details: December 9, 2016 The Enterprise Center, Makati City  
Organizer: Human Resources
7. The Fort-Based Employees  
Course: iAccess Orientation  
Details: December 9, 2016 The Rise Showroom  
Organizer: Human Resources
8. The Fort-Based Employees  
Course: iAccess Orientation  
Details: December 9, 2016, The Rise Showroom  
Organizer: Human Resources

## **2015**

1. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Metro Manila Shake Drill  
Details: July 30, 2015; 10:30am-11:30am; Shang Cineplex  
Organizer: Safety and Security Department
2. A. Francia, L. Navarroza, N. Pundavella, F. Malinao, V. Guillarte/ TECCC  
Course: Gondola Safety Training  
Details: July 25, 2015; TEC Conference Room & Tower 2 Roof Deck  
Organizer: OSHMS360 Corporation
3. 27 Managers and Supervisors of Shang Group  
Course: Power to Lead- Leadership Program  
Details: May 20 & 21, 2015; 9am-5pm; Eugenio Lopez Center, Antipolo City  
Organizer: Human Resources
4. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Fire Safety Seminar & Evacuation Drill  
Details: April 22&23, 2015; 8am-10am; Shang Cineplex  
Organizer: Safety and Security Department
5. All Makati-Based Employees  
Course: 2015 Medical Insurance Orientation  
Details: February 26, 2015; 1pm-6pm; The Enterprise Center, Makati City  
Organizer: Human Resources
6. All Employees of Shang Group of Companies- Mandaluyong City

Course: 2015 Medical Insurance Orientation  
Details: February 24-25, 2015; 10am-3pm; Training Room, G/F Shangri-La Plaza Mall  
Foodcourt  
Organizer: Human Resources

#### **2014**

1. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Earthquake & Evacuation Drill  
Details: July 10, 2014; 9am-10am; Shang Cineplex  
Organizer: Safety and Security Department
2. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Earthquake Awareness Seminar  
Details: July 09, 2014; 8am-10am; Shang Cineplex  
Organizer: Safety and Security Department
3. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Fire Safety Seminar  
Details: Apr 23, 2014; 8:00AM- 10:00AM-Shang Cineplex  
Organizer: Safety and Security Department

#### **2013**

1. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Earthquake Awareness Seminar and Earthquake Evacuation Drill  
Details: Aug 07 & 08, 2013; 8:00AM- 10:00AM-Shang Cineplex  
Organizer: Safety and Security Department
2. All Employees of Shang Group of Companies- Mandaluyong City  
Course: Fire Safety Seminar Fire Evacuation Drill  
Details: Apr 24 & 25, 2013; 8:00AM- 10:00AM; Shang Cineplex  
Organizer: Safety and Security Department

#### **External Training Programs**

#### **2017**

1. Employee: John Esquivel  
Course: Comptia Network + Training  
Details: January 16-20, 2017 Antel Corporate Center, 121 Valero St. Salcedo Village,  
Makati City
2. Employee: Edwin De La Cruz  
Course: Administering Windows Server 2012  
Details: January 9-13, 2017 Corporate Center Sedeno Corner Valero St. Salcedo Village,  
Makati City
3. Employee: Michelle Ching  
Course: COSO 2013



Details: April 20-22, 2017 St. Giles Hotel Makati Ave., Makati City

4. Employee: Laureen Tecson  
Course: The Strategic Business Role of Public Relations  
Details: April 25, 2017 Astoria Plaza
5. Employee: Ricardo Muro Jr.  
Course: Effective Implementation of Documented Information Systems  
Details: April 28, 2017, Richmonde Hotel
6. Employee: Ma. Kristina Wingkee  
Course: 622nd General Membership Meeting  
Details: January 25, 2017 Sofitel Plaza
7. Employee: Roselyn Santos, Diane Agliam, Gaudencio Halasan  
Course: D.O. 174 IR Forum  
Details: March 23, 2017 Valle Verde Country Club

## 2016

1. Employee: Marla Del Rosario  
Course: Adobe Photoshop basics C6  
Details: April 1-3, 2016 Philippine Center for Creative Imaging Inc. – Makati City
2. Employee: Ernesto Chua  
Course: Strategic Purchasing  
Details: April 19-20, 2016, Philippine Institute for Supply Management- Ortigas Ave., Pasig City
3. Employee: Randy C. Reodica, Maintenance Engineer  
Course: Substation Maintenance: Power Transformer Insulation Power Factor Hands-on  
Details: March 2-4, 2016,
4. Employee: Ferdinand M. dela Rosa  
Course: Best Practices in Facilities & Maintenance Management  
Details: April 7 & 8, 2016
5. Employee: Lorenzo Navarroza  
Course: Building Wiring Installation & Maintenance Training, MFI Bldg, Pasig City  
Details: May 16-26, 2016
6. Employee: Mark Aris Flores  
Course: PCO Training  
Details: May 10-13, 2016
7. Employee: Selected Employees (Sales)  
Course: Real Estate Sales Management  
Details: May 17, 2016
8. Employee: Cindy Perez

Course: Fundamentals of Purchasing  
Details: June 8-10, 2016

9. Employee: Ronald Pira  
Course: Protective Relay Coordination  
Details: June 24, 2016
10. Employee: Elsie Cagalingan & Janet Manalo  
Course: Workshop on Preparation of Corporate Income Tax Returns, New World, Makati City  
Details: July 26, 2016
11. Employee: Mar Laroza  
Course: New Pollution Control Officers Training, The Sulo Riviera Hotel, Quezon City  
Details: June 28- July 1, 2016
12. Employee: Selected Employees (Projects)  
Course: Subcontracting agreement/ Novation/ ICMS Standards  
Details: July 30, 2016
13. Employee: Angelito Casimiro and Clairemille Hernandez  
Course: P3T Course  
Details: August 27- October 1, 2016
14. Employees: Ivy Rosales & Hector Tibay  
Course: HR Operations Management & Administration  
Details: August 26-27, 2016
15. Employee: Mark Daep  
Course: PCO Training  
Details: October 11, 2016
16. Employee: Raymund Catalan  
Course: PCO Training, Prestige Tower, Pasig City  
Details: October 25-28, 2016
17. Employees: Myra Angeles, Evelyn Picardal & Jeneve Caunan  
Course: 2016 Tax Updates, New World Hotel, Makati City  
Details: October 13, 2016
18. Employee: Elmer Lorca  
Course: PCO Training, Prestige Tower, Ortigas City  
Details: October 11-14, 2016
19. Employee: Bernadel Flores  
Course: Environmental Training for Managing Heads, Prestige Tower, Pasig City  
Details: October 21, 2016
20. Employee: Rizza Lacson  
Course: Environmental Training for Managing Heads, Prestige Tower, Pasig City  
Details: October 21, 2016



21. Employee: Churchill Rillera  
Course: National Convention for Electrical Engineers, SMX Convention Center, Pasay City  
Details: November 23-26, 2016

22. Employee: Jay Andrade  
Course: How to Survive your BIR Audit, New World Hotel, Makati City  
Details: November 17, 2016

23. Employee: Brainie Macaraeg  
Course: Comptia+  
Details: December 12 - 16, 2016

## **2015**

1. Employee: Sweet Bravo & Milani Bartolome  
Course: Tax Compliance 101- Tax Basic Seminar on BIR Filing & Other Admin Requirements  
Details: Nov 11, 2015, New World Hotel
2. Employee: Elmer Dorotan & Paulo Sarmiento  
Course: 63rd Annual Philippine Society of Mechanical Engineer  
Details: October 22-23, 2015, Philippine Society of Mechanical Engineer
3. Employee: Edwin De La Cruz  
Course: IBM Domino 9 Administration Fundamentals and Microsoft Exchange Administration  
Details: October 26, 2015, Interlink Business Solutions, Inc.
4. Employee: Vanessa Arimado & Susan Manabat  
Course: Comprehensive Seminar on Withholding Tax on Wages  
Details: October 20, 2015, SGV & Co.
5. Employee: Nanette Adoptante, Janet Manalo, Evelyn Picardal, Icee Cruz and Christy Macalino  
Course: Related Party Transactions and Disclosures  
Details: October 22, 2015, SGV & Co.
6. Employee: Elsie Cagalingan, Mabel Tacorda and Evelyn Picardal  
Course: PFRS: Changes in 2015 and Beyond  
Details: October 13, 2015 (Tuesday), New World Makati Hotel
7. Employee: Richard L. Continedas/ Engineering  
Course: Programmable Logic Controls (PLC)  
Details: August 8 - September 19, 2015 (Saturdays), MFI Building, Ortigas Ave., Pasig City
8. Employee: Maria Kristina Wingkee/ Jose Hector Tibay/ HR  
Course: How to Comply with DOLE, SSS, ECC, Pag-Ibig, Philhealth Regulations  
Details: July 30, 2015; 9am-5pm; RCBC Plaza

Organizer: Powermax Consulting Group

9. Employee: Rosadel N. Santander/ Maritess M. Durante/ Finance  
Course: Customer Centered Debt Collection: Turning Receivables into Cash  
Details: July 28 - 29, 2015 / Oakwood Premier Joy Nostalg Center, Pasig City
10. Employee: Edsel P. Dormido/ Mary Joy A. Galera/ ISD  
Course: Nimble Storage Introduction and Administration  
Details: July 16, 2015 / Cisco Office, 24th Floor, Citibank Tower, Citibank Plaza 8741  
Paseo de Roxas, Makati City
11. Employee: Edsel P. Dormido/ Mary Joy A. Galera/ISD  
Course: Barracuda Spam Firewall and Web Application Firewall Administration  
Details: July 8, 2015 / Transition Systems, Unit 1505, The Orient Square Building  
F. Ortigas Jr. Road, Ortigas Center Pasig City
12. Employee: Mary Joy A. Galera/ISD  
Course: Administering SQL Server 2014DB  
Details: Jun 29 - July 3, 2015 / 88 Corporate Center, Sedenon Corner Valero St.,  
Salcedo Village, Makati City
13. Employee: Lordwell A. Lopez/Finance  
Course: Basic Records Management and Office Efficiency with 5S  
Details: June 29, 2015 / RMP Training Room Arnaiz Ave., Makati City
14. Employee: Jimuel M. Villaoz/Engineering  
Course: Protective Relaying  
Details: June 20, 27, July 4, 11, & 18 / TESDA Women's Center
15. Employee: Ma. Teresa Y. Zetha/ HR  
Course: Job Evaluation and Design of Salary Structure  
Details: June 18, 2015; 9am-5pm; RCBC Plaza  
Organizer: Powermax Consulting Group
16. Employee: Rowena B. Morada/ Michelle P. Rivera/TMD  
Course: Effective Business Writing  
Details: June 16-18 / Makati Diamond Hotel
17. Employee: Aurora C. Abiva/ Jasmin J. Villaruz/TMD  
Course: 55th Rowen Untivero's Effective Negotiating and Influencing Skills  
Details: June 4-5 / Dusit Thani Hotel, Makati City
18. Employee: Nicole Villamor/ Emelee Anne M. Caimol/Marketing, TMD  
Course: The Power of Storytelling: Your Game Changer in Connecting with Customers  
Details: May 12, 2015 / 5th Floor Oakwood Premier Joy Nostalg Center, Manila



19. Employee: Mary Joy A. Galera/ISD  
Course: COMPTIA Security Plus  
Details: April 27-30, 2015 / 2402 Antel Corporate center, 121 Valero St., Salcedo Village, Makati City
20. Employee: Ferdinand M. Dela Rosa/Engineering  
Course: Green, Resilient Philippines 2015  
Details: April 23-24, 2015 / New World Hotel Makati City
21. Employee: Norman C. Guevara/Finance  
Course: Hazardous Chemical Management  
Details: April 20, 2015 / Richmonde Hotel. Ortigas Center, Pasig City
22. Employee: Ricardo H. Muro, Jr./ISD  
Course: CIO Conference Philippines 2015  
Details: April 14, 2015 / New World Hotel, Makati City
23. Employee: Khariza Fe F. Eser/Finance  
Course: Business Writing 101  
Details: April 7-8, 2015 / PMAP Building, 670 Lee Street, Additional Hills, Mandaluyong City
24. Employee: Jimuel Villaoz/Engineering  
Course: Insulation Power Factor for Power Transformer Substation Maintenance  
Details: March 4-6, 2015 / PAMAVTECH Training Room, 7th Floor Integrated Professional Office Building, 14 Quezon Ave., Quezon City
25. Employee: Rosadel N. Santander/Finance  
Course: Effective Oral & Business Communication  
Details: March 6, 2015 / Unit 3004, 30th Floor, Antel Global Corporate Center #3 Julia Vargas Ave., Ortigas Center, Pasig City

## 2014

1. Employee: Elsie Cagalingan and Evelyn Picardal  
Course: Strategic Leadership: Ways of Motivating Your Team  
Details: December 05, 2014; 8:45am-5pm; 5/F Tower @ RCBC 6819 Ayala Ave. Makati City  
Organizer: Training Edge
2. Employee: Edwin De La Cruz  
Course: Installing and Configuring Windows Server 2012  
Details: December 08-12, 2014; 9am-6pm; Salcedo Village, Makati City  
Organizer: Wizardsgroup, Inc.
3. Employee: Evelyn Picardal and Jennifer Jane De La Cruz  
Course: Closing the Taxable Year: A Comprehensive Seminar on Year-End Tax Requirements and Reconciliation Procedures

Details: November 26, 2014; 12:30pm-5:30pm; Washington SyCip Development Center,  
2<sup>nd</sup> Flr. SGV Building, Makati City  
Organizer: SGV & Co.

4. Employee: Elsie Cagalingan  
Course: Updates on Corporate Governance  
Details: November 21, 2014; 9am-12nn; Makati Shangri-La Hotel, Makati City  
Organizer: SGV & Co.
5. Employee: Susan Manabat and Vanessa Arimado  
Course: Comprehensive Seminar on Withholding Tax on Wages  
Details: October 22, 2014; 8am-12nn; SGV Building, Makati City  
Organizer: SGV & Co.
6. Employee: Ma. Teresa Zetha and Saturnino David  
Course: People Management Annual Conference 2014  
Details: September 17-20, 2014; Waterfront Hotel, Lahug, Cebu  
Organizer: People Management Association of the Phils.
7. Employee: Maricel Baldoz  
Course: Techniques in Understanding and Reading Financial Statements  
Details: September 12, 2014; 8am-5pm; PICPA Bldg. 700 Shaw Blvd. Manadaluyong City  
Organizer: Philippine Institute of Certified Public Accountant SMMC
8. Employee: Janet Manalo  
Course: How to Survive your BIR Audit  
Details: August 14, 2014; 8am-4:30pm; Washington SyCip Development Center, SGV  
Building, Makati City  
Organizer: SGV& Co.
9. Employee: Evelyn Picardal and Jennifer De La Cruz  
Course: Workshop on Preparation of Corporate Income Tax Returns  
Details: July 23, 2014; 7:30am-5:30pm; Washington SyCip Development Center, SGV  
Building, Makati City  
Organizer: SGV& Co.
10. Employee: Razel R. Vicente/ Marketing  
Social Media Specialist Track  
Jun 13- Sept 12, 2014  
Online Webinar  
Organizer: Elearning Edge, Inc.
11. Employee: Don Gerrick Galinato & Maria Kristina Wingkee/ HR  
Conducting Interviews, Recruitment and Selection Process  
Jun 07, 2014; 9:00AM-5:00PM  
Unit 201 Richbelt Tower, 17 Annapolis St., Greenhills, San Juan City  
Organizer: BusinessCoach, Inc.
12. Employee: Maricel L. Delgado/ Internal Audit  
31<sup>st</sup> Series CIA Seminar P1-P2



Jan 18- Mar 15, 2014 (Saturdays); 8:00AM- 5:00PM  
St. Giles Hotel, Makati City  
Organizer: Institute of Internal Auditors

## 2013

1. Employee: Maricel L. Delgado/ Internal Audit  
Communication Assertiveness  
Dec 10- 12, 2013; 1:00PM- 6:00PM  
Batasan Room, EDSA Shangri-la Hotel  
Organizer: Guthrie-Jensen Consultants, Inc.
2. Employee: Edwin J. De la Cruz/ IT  
IBM Lotus Domino 8.5 System Administration Fundamental  
Nov 11, 2013; 9:00AM-5:00PM  
Organizer: IBM Philippines
3. Employee: Ma. Teresa Y. Zetha & Gaudencio D. Halasan, Jr./ HR/AS  
2013 PMAP Annual Conference  
Sept 25-27, 2013; 9:00AM-5:00PM  
Philippine International Convention Center  
Organizer: People Management Association of the Philippines
4. Employee: Maria Kristina R. Wingkee/ HR  
SSS Benefits: An In- Depth Discussion  
Aug 28, 2013; 9:00AM- 5:00PM  
Dusit Thani Hotel  
Organizer: PunongBayan & Araullo
5. Employee: Maricel L. Delgado/ Internal Audit  
Basic Anti-Fraud & Techniques  
Aug 22 & 23, 2013; 8:30AM- 5:30PM  
St. Giles Hotel, Makati City  
Organizer: Institute of Internal Auditors
6. Employee: Elsie Cagalingan & Janet Manalo/ Accounting  
Workshop on Preparation of Corporate Income Tax Return (ITR's)  
July 24, 2013; 7:30AM- 5:30PM  
WSDC Training Room, 2<sup>nd</sup> Flr. SGV Bldg. Ayala Makati City  
Organizer: SGV & CO.
7. Employee: Sol Alombro/ Accounting  
Workshop on Value- Added Tax (VAT)  
Aug 27, 2013; 7:30AM- 5:30PM  
WSDC Training Room, 2<sup>nd</sup> Flr. SGV Bldg. Ayala Makati City  
Organizer: SGV & CO.
8. Employee: Jennifer Jane De la Cruz/ Accounting  
Workshop on Value- Added Tax (VAT)  
Aug 27, 2013; 7:30AM- 5:30PM  
WSDC Training Room, 2<sup>nd</sup> Flr. SGV Bldg. Ayala Makati City

Organizer: SGV & CO.

9. Employee: Evelyn Picardal/ Accounting  
How to Survive a BIR Audit  
Aug 13, 2013; 7:30AM- 5:30PM  
WSDC Training Room, 2<sup>nd</sup> Flr. SGV Bldg. Ayala Makati City  
Organizer: SGV & CO.
10. Employee: Mabel Tacorda & Katherine Silva/ Accounting  
12<sup>th</sup> Certified Forensic Accountant Program  
Jul 04 & 05, 2013; 8:00AM- 4:30PM  
Crowne Plaza Manila Galleria, Ortigas Pasig  
Organizer: SGC Global

***(d) State the Company's reward/compensation policy that accounts for the performance of the Company beyond short term financial measures***

The Company recognizes its employees' performance through:

- Annual Merit Increase
- Performance Bonus
- Promotions & Upgrades
- Service Awards

**4) Company's Procedure for Handling Complaints by Employees Concerning Illegal (Including Corruption) and Unethical Behaviour, and How Employees Are Protected From Retaliation**

The Company has its Code of Ethics or conduct which directs employees to proper behaviour in the workplace. It also serves as a guide for the handling of corrective actions against erring employees within the boundaries of due process as required by law.

The Company, in order to protect an employee or person who reveals illegal / unethical behaviour from retaliation, treats every report in a confidential manner. The identity of the reporting employee or person will not be divulged without said employee's / person's consent, unless otherwise required by law. Fair treatment is also assured as well as protection against unwarranted disciplinary action. The foregoing policy is enshrined in the Company's Whistle Blowing Policy (the full text of this policy can be viewed in Item B(1) of this form, or in the Company's official website at [www.shangproperties.com](http://www.shangproperties.com). (Revised as of 20 August 2015)

The Company through the CORRECTIVE ACTIONS, DUE PROCESS, & GRIEVANCE MACHINERY Policy makes sure that an employee is given his right whether as a complainant or respondent to any grievance filed. This mechanism has been reduced in writing and forms part of the Company's policies and procedures. Following is the detailed description of said mechanism that is being observed by the Company:

**1. POLICY STATEMENT**



To implement a system that will ensure the observance of due process when handling out corrective actions to employees and to provide a mechanism for handling employee grievances.

## **2. GENERAL PROVISIONS**

- 2.1 The Company believes that every employee, owing to his inherent goodness, is capable of conducting himself uprightly. Thus, self-discipline is considered an integral part of an employee's normal functions in the organization. To complement self-discipline, the Company has developed a Code of Conduct that will clarify acceptable standards of behavior and deviations therefrom.
- 2.2 The responsibility to assist an employee to act in conformance with the acceptable standards of behavior rest on the employee's immediate superior. Accordingly, the responsibility to take corrective actions in cases of deviations therefrom also lies with him. His decision relative thereto shall be given great weight.
- 2.3 In taking corrective action, the employee's immediate superior shall at all times observe due process and be guided by the principle of consistency and fairness. He should moreover decide upon his independent consideration of relevant matters, free from bias, prejudice or influence.
- 2.4 In implementing corrective actions, the immediate superior should make clear to the employee that the intention is not to punish but rather to give the employee the opportunity to learn from his mistakes. In counseling, for example, the superior reminds and advises the employee of the acceptable standards of behavior and assists the employee in correcting himself. Disciplinary leaves, on the other hand, are meant to relieve the employee from work for a certain number of days, without pay, to allow him to contemplate, plan and adopt a resolution to correct himself. As for dismissals, they are meant to impress on the employee that his act of commission or omission is absolutely inconsistent with the Company's acceptable standards of behavior and whatever damage he has done (tangible or intangible) can no longer be rectified. To correct this, he should learn to abide with the acceptable standards of behavior of his next employer.
- 2.5 HR's primary role is to encourage the development of an atmosphere where positive discipline will be second nature to all employees. However, if there is a necessity for a corrective action, HR shall provide management with administrative support to carry it out. HR shall likewise give both management and employees such advice or counsel as may be needed to ensure that consistency and fairness is duly observed.

## **3. PROCEDURE**

### **3.1 Corrective Actions:**

- 3.1.1 Upon observing or receiving a report about an employee's irregular act of commission or omission, the immediate superior shall initiate the disciplinary process by filling out the "Notice of Irregularity" form. The form shall be filled up as follows:
- 3.1.1.1 Statement of Facts. The superior describes the incident, the time, and place it happened, the person or persons involved, and other facts relevant to the case.
- 3.1.1.2 Company Rule Violated. The superior cites the particular provision in the Code of Conduct, policies and guidelines, orders or instructions, etc., that the employee violated with the irregularity. The superior shall likewise indicate the succession of the offense committed (1<sup>st</sup>, 2<sup>nd</sup>, etc.) and the corrective action that will be imposed.
- 3.1.2 After filling up 3.1.1.1 and 3.1.1.2, the superior signs the form and serves this to the employee. The employee receives the form, indicating the date and time received. After the employee has received the form, the superior indicates the number of working days within which the employee must submit his explanation and the date when the explanation is due. For infractions where the corrective action will be counseling or disciplinary leave, one (1) working day may be enough. Where the infraction may lead to dismissal, the employee should be given at least two (2) days to explain. The superior must make clear to the employee the consequences should the employee fail to submit his explanation within the time indicated. The immediate superior then photocopies the form, gives the original to the employee, and keeps the photocopy for his file.
- 3.1.3 If the employee fails to submit his explanation within the requisite period, he shall be deemed to have waived this right and the immediate superior shall proceed to impose the appropriate corrective action using the photocopy of the form.
- 3.1.4 If the employee submits his explanation on time the immediate superior may have three courses of action, as follows:
- 3.1.4.1 If the immediate superior finds the explanation acceptable, he informs the employee about it, indicates this in the form, and returns the form to HR for inclusion in the employee's 201 File.
- 3.1.4.2 If the immediate superior finds the employee's reason insufficient to justify the irregularity, or if the employee has lied in his explanation and the immediate superior that sufficient reliable information or evidence to support him, he may immediately decide not to accept the explanation without going through an investigation.



- 3.1.4.3 If he has some doubts on the explanation or wants some matters verified, he may call for a formal investigation. IN this instance, he may request for assistance from HR on how to properly conduct the investigation. Based on the results of the investigation, he may decide whether the employee is guilty of the irregularity or not.
- 3.1.5 Once the immediate superior has established the guilt of the employee, he may decide on the corrective action to be imposed on the employee. Normally, the corrective action shall be as indicated in the provisions of the Code of Conduct. However, if the situation has some mitigating or aggravating circumstances, he may decide on a lighter or heavier penalty than indicated in the Code of Conduct. In this case, he should consult with HR.
- 3.1.6 The approval of the corrective action will depend on its severity. The immediate superior can approve corrective actions that only call for counseling. For those that will involve Disciplinary Leave, the Department Head and unit executive must also approve the action. IN cases where Dismissal is involved, the President must approve the action.
- 3.1.7 The HR Head shall be consulted for advice before the corrective action is carried out to ensure that it is fair and consistent with previous corrective action cases in the company. Where legal technicalities may be involved, the HR Head shall also seek the advice of the Legal Department
- 3.2 Grievance Machinery:
- The Company shall ensure that all its employees adhere to the ethical work standards and norms. Any deviations, infractions, and violations shall be dealt with in accordance with the due process of law and shall implement the corresponding disciplinary actions following the fundamental principle of progressive discipline.

## 2. DEFINITION OF TERMS:

- 2.1 **Ethical work standards and norms** – the moral values, proper behaviors, and right conduct in the workplace.
- 2.2 **Deviation, infraction, and violation** - the act of breaking or defying the ethical work standards and norms.
- 2.3 **Due process** – the opportunity to be heard and to explain his side fully that is given to a concerned party undergoing administrative inquiry or investigation.
- 2.4 **Notice of irregularity** – the document issued to an employee as an opportunity to explain in writing or reply within forty-eight (48) hours

upon receipt thereof to an alleged violation of Company rules and regulations.

- 2.5 **Administrative investigation** – the conduct of a question-and-answer procedure accorded to an employee under investigation for alleged violations of Company rules and regulations.
- 2.6 **Disciplinary action** – the disciplinary measure, contained in the Company's Code of Conduct, imposed corresponding to the nature and gravity of the deviation, infraction, and violation.
- 2.7 **Progressive discipline** – the graduated imposition of the corresponding disciplinary action for violations of Company rules and regulations.

### 3. GUIDELINES AND PROCEDURES:

- 3.1 Managers and supervisors are responsible for instilling and enforcing discipline in the organization to include the conduct of appropriate inquiry or investigation for violations of Company policies, norms, rules, and regulations.
- 3.2 The due process, as provided by law, shall be adhered to at all times whenever inquiry or investigation of alleged violations of Company rules and regulations is conducted. Disciplinary action can only be imposed upon completion of the investigation.
- 3.3 A Notice of Irregularity shall be issued to the employee for alleged violation of Company rules and regulations.
- 3.4 Administrative investigation can be pursued to provide concerned parties a venue to further present their explanations, testimonies, proofs, and/or evidence.
- 3.5 The imposition of disciplinary action shall be reviewed as follows:
  - 3.5.1 Verbal warning and written warning shall be reviewed and duly approved by the next-level superior and the HR & AS Division.
  - 3.5.2 Suspension and termination, recommended by the next-level superior and the HR & AS Division shall be reviewed and duly approved by the Division Head, HR & AS Head, and the President.

### 4. PROCEDURE ON DUE PROCESS

- 4.1 **Opportunity to Explain**
  - 4.1.1 The immediate superior and/or next-level superior prepares an Incident Report (IR) by accomplishing a Notice of Irregularity



Form (IRF) within two (2) working days from the date the violation was committed or discovered. The IR shall state the following:

- Details of the incident;
- Specific provision of the Code of Conduct that has been violated;
- Request for a written explanation from the employee; and
- Date when the written explanation is due and to whom it should be submitted.

4.1.2 The immediate superior and/or next level superior conducts initial investigation of the incident by:

4.1.2.1 Verifying and validating the written explanation submitted by the employee;

4.1.2.2 Preparing a report on the results of the investigation to be submitted to the HR & AS Division; and

4.1.2.3 Recommending a disciplinary action to be applied in the Investigation Report.

4.1.3 In cases of pending investigation, an employee may be placed under preventive suspension of not more than thirty (30) calendar days if his continued employment poses a serious and imminent threat to the life or property of the Company or co-employee.

4.1.4 If reported incident does not contain enough grounds, drop the case and file the documents in the 201 file of the employee.

#### 4.2 **Administrative Investigation**

4.2.1 The immediate superior and/or next level superior notifies the concerned party/ies of the hearing, which is especially mandatory in termination cases.

4.2.2. The Notice of Hearing must be received by the concerned party at least 48 hours prior to the scheduled hearing.

4.2.3 Postponement of hearings shall be at the discretion of the HR & AS Head, provided a written request is submitted at least 24 hours before the scheduled hearing.

4.2.4 The Hearing Officer should be the next level superior of the concerned party, and an HR & AS representative stands as witness. However, no immediate superior may act as investigator if he is a witness to the violation or is involved in the case, to ensure impartiality. In such cases, the supervisor/manager next higher in rank shall act as investigator.

4.2.5 The concerned party may be accompanied by any person of his choice to serve as his witness.

- 4.2.6 All minutes of the hearing shall be documented and duly signed by the attending parties.
- 4.2.7 After completion of the administration hearing, the hearing officer prepares an evaluation and recommendation of the appropriate disciplinary action and submits the same to the approving authorities specified in provision 3.5.
- 4.2.8 Disciplinary action/decision shall be implemented only after obtaining Management approval.
- 4.2.9 The decision on the corresponding disciplinary action shall be served by the immediate superior and/or next level superior and received in writing by the concerned party, with copies given to the division/department of the concerned party and to the HR & AS Division for the employee's 201 File.

#### **4.3 Appeal of Decision**

- 4.3.1 Appeal of disciplinary actions shall be submitted in writing to the HR & AS Head within five (5) days from receipt of notice of decision.
- 4.3.2 The HR & AS Head shall evaluate the case in consultation with the President and decide on the appeal within ten (10) days from receipt of said appeal.
- 4.3.3 The decision on the appeal issued by the HR & AS Head shall be final.

### **5. FACTORS TO GUIDE THE EVALUATION AND DECISION**

- 5.1 Aggravating circumstances are those that tend to increase the seriousness/ gravity of the violation that warrants severe disciplinary action. Examples of aggravating circumstances are when the employee concerned:
  - 5.1.1 Has a previous record of similar violations within the past five (5) years;
  - 5.1.2 Has been guilty of multiple or habitual misconduct; or, the offender is a recidivist who, at the time an existing violation, has been previously served a disciplinary action for another violation under the same category of the Code of Conduct;
  - 5.1.3 Has caused the Company a great amount of damage, loss, or harm;
  - 5.1.4 Was motivated by a reward or a promise of a reward in the commission of the violation;
  - 5.1.5 Has benefited from the violation;



- 5.1.6 Occupies a position of trust and confidence such as those entrusted with safeguarding company funds and properties;
  - 5.1.7 Has a poor performance record;
  - 5.1.8 Was under the influence of prohibited drugs or alcohol when he committed the violation;
  - 5.1.9 Took advantage of emergency situations;
  - 5.1.10 Pre-meditated the commission of the violation;
  - 5.1.11 Imposed his position upon a subordinate to commit the violation;
  - 5.1.12 Committed an act in contempt of or with insult to the authorities; and
  - 5.1.13 Employed craft, fraud, or disguise in committing the violation.
- 5.2 Mitigating circumstances are those that tend to lessen the seriousness/ gravity of the violation and warrant less severe disciplinary action. Examples of mitigating circumstances are when the employee concerned:
- 5.2.1 Has been in the service of the Company for a relatively long period of time, provided that he has not committed a similar violation in the last five (5) years prior to the filing of the administrative case against him;
  - 5.2.2 Has an above average performance record for a continuous period of at least 5 years immediately prior to the filing of the administrative case against him;
  - 5.2.3 Has not caused substantial damage or loss to the Company and the violation committed has no actual pecuniary damage to the Company;
  - 5.2.4 Does not benefit from the violation;
  - 5.2.5 Voluntarily admits the violation prior to the presentation of evidence for the investigation;
  - 5.2.6 Does not have the intent to defraud;
  - 5.2.7 Errs in his judgment;
  - 5.2.8 Follows a wrong order of a superior in good faith or under threats, intimidation, or duress is provoked to commit the violation;
  - 5.2.9 Has no intention to commit the violation;
  - 5.2.10 Suffers from an illness that adversely affects his judgment.

## 6. IMPLEMENTING DISCIPLINARY ACTION

- 6.1 The signatory of the memorandum for the disciplinary action shall be as follows:  
Verbal and written warnings – Immediate superior  
Suspension – Division/Department Head  
Termination – Division Head and President
- 6.2 The prescriptive period of any violation shall be six (6) months from the date of its commission.  
In case an employee commits the same violation in less than six (6) months, the new violation shall be considered a continuation of the previous violation.  
In case the second violation is committed after the prescriptive period of six (6) months has expired, the new violation shall be treated as a first violation.
- 6.3 The immediate superior serves the disciplinary memorandum in all cases. To ensure that the objective of the disciplinary action is realized, the immediate superior shall see to it that the same is implemented immediately after a decision has been reached.
- 6.4 The above notwithstanding, top management shall have the discretion to impose a higher or lower penalty upon a particular violation if in its appreciation of relevant facts, the same is warranted. Any damage, loss, or injury to person/s or property by reason of these violations shall be charged to the erring employee.

## **I. DISCLOSURE AND TRANSPARENCY**

### **1) Ownership Structure**

**(a) Shareholders holding 5% or more of the Company's Equity as of 15 May 2017 reporting: (Revised as of 15 May 2017)**

Shareholder	Number of Shares	Percent	Beneficial Owner
Travel Aim Investment B.V.	1,648,869,372	34.61%	B/R
Ideal Sites & Properties, Inc.	1,465,144,626	30.75%	R
PCD Nominee Corporation (Filipino)	1,011,600,226	21.23%	R

Travel Aim Investments B. V. is a wholly-owned subsidiary of Kerry Properties Limited. Kerry Properties Limited is a Bermuda company incorporated in 1996 and listed on the Hong Kong Stock Exchange. It is controlled by the Kuok Group, and was formed to hold the Hong Kong and Mainland China property investments and developments and infrastructure interests of the Kuok Group. In the Philippines, the interests of the Kuok Group are chaired by Mr. Edward Kuok who is also the Chairman and Director of the Issuer.



Ideal Sites and Properties, Inc. (Ideal) is the owner of record of 1,465,615,626 shares. These shares serve as underlying securities to the Philippine Deposit Receipts (PDRs) issued by Ideal. Ideal is a member of the Kuok Group of Companies.

PCD Nominee Corporation is a wholly-owned subsidiary of the Philippine Depository & Trust Co. (formerly Philippine Central Depository, Inc.) The PCD Nominee Corporation is the registered owner of the shares in the books of the Company's transfer agent in the Philippines. The beneficial owners of such shares are PCD's participants, who hold the shares on their behalf or on behalf of their clients and/or principals. PCD is a private company organized by the major institutions actively participating in the Philippine capital market.

Name of Senior Management	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
Wilfred Woo	1,000	none	0.000%
Kin Sun Andrew Ng	930,010	none	0.000%
Federico G. Noel, Jr.	1	none	0.000%
Danila Regina I. Fojas	36,010	none	0.000%
<b>TOTAL</b>			<b>0.000%</b>

*(Revised as of 15 May 2017)*

- 2) **The Company's Annual Report submitted to the SEC and the PSE, and distributed to its stockholders and made available publicly in print and on the Company's website, discloses all the matters indicated in this item – key risks, corporate objectives, financial performance indicators, non-financial performance indicators, dividend policy, biographical details of directors, training and/or continuing education program of directors, number of Board meetings held during the year, attendance of directors, remuneration of directors and principal officers.**

To demonstrate its commitment to the highest standards of transparency, probity, and accountability, the Company's Board of Directors has approved the Company's Whistle Blowing Policy. (the full text of this policy can be viewed in Item B(1) of this form, or in the Company's official website at [www.shangproperties.com](http://www.shangproperties.com). (Revised as of 20 August 2015)

- 3) **External Auditor's fee (as of FY 2016)**

Name of auditor	Audit Fee	Non-audit Fee
<b>SGV &amp; CO.</b>	<b>P4,072,287</b>	<b>P565,000</b>

- 4) **Medium of Communication**

In order to maintain its relationship with its stakeholders, the Company has established various channels of communication:

- i) Shareholders can raise any comments of the performance and future directions of the Company with the Directors at the annual general meeting.
- ii) The Company distributes the annual results to shareholders.

- iii) The Company's website [www.shangproperties.com](http://www.shangproperties.com) contains significant corporate information i.e., biographical details of directors and management, organizational structure, annual and interim reports, SEC and PSE disclosures, major historical developments, announcements, etc.
- iv) Shareholders are welcome to raise inquiries through the Legal Department of the Company.

**5) Date of Release of Financial Report**

*The Company's Audited Financial Statements for FY 2016 was approved by the Company's Board during its meeting held on 15 March 2017. (Revised as of 15 May 2017)*

**6) Company Website**

The Company's website [www.shangproperties.com](http://www.shangproperties.com) duly discloses up-to-date information regarding the Company's business operations, financial statements, shareholding structure (as contained in the various disclosure forms of the SEC and the PSE).

**7) Related Party Transactions**

Following are the related party transactions entered into by the Company and duly disclosed in the SEC required form 17-A:

On 28 May 2008, Shang Global City Properties, Inc., of which Issuer's subsidiary Shang Global City Holdings, Inc., is an equity holder to the extent of 40%, entered into a Deed of Absolute Sale with Fort Bonifacio Development Corporation ("FBDC"), for the purchase of a 15,120 sqm. parcel of land within the development in Taguig City, Philippines, known as the Bonifacio Global City. A luxury hotel and condominium development is envisioned to be constructed on this property.

On 30 June 2008, the Issuer and its wholly-owned subsidiary, Shang Fort Bonifacio Holdings, Inc. (SFBHI), entered into a Shareholders' Agreement (Agreement) with Oceans Growth Limited (OGL), a subsidiary of Shangri-La Asia Limited (SA), and Alphaland Corporation (AC). Under the Agreement, SFBHI shall cause its wholly-owned subsidiary, Fort Bonifacio Shangri-La Hotel, Inc. (FBSHI) to issue 5,000 common shares to OGL and 2,500 common shares to AC such that upon completion of the issuance to, and, subscription by OGL and AC, FBSHI shall become a joint venture company with the following ownerships structure:

SFBHI	-	40%
OGL	-	40%
AC	-	<u>20%</u>
		100%

On 02 April 2014, the Issuer's wholly owned subsidiaries, Shang Global City Holdings, Inc., and Shang Fort Bonifacio Holdings, Inc., acquired Alphaland Development, Inc.'s Twenty Per Cent (20%) equity in Shang Global City Properties, Inc., and Fort Bonifacio Shangri-La Hotel, Inc.



**On 02 September 2014, the SEC approved the merger between Shang Global City Properties, Inc., and Fort Bonifacio Shangri-La Hotel, Inc., with Shang Global City Properties, Inc., as the surviving entity.**

On 09 November 2009, the Issuer entered into a Memorandum of Agreement with its subsidiary Shang Properties Realty Corporation ("SPRC") (formerly, The Shang Grand Tower Corporation), wherein Issuer agreed with SPRC to develop a portion of Issuer's Property located at Edsa cor. Shaw Blvd., Mandaluyong City, into another commercial / retail building ("Project") comprised of a shopping mall, parking facilities, and high-rise residential condominium building to be known as "One Shangri-La Place". Under the MOA, Issuer commits to transfer a portion of its Property where the Project will be constructed, and to contribute up to PHP TWO BILLION FIVE HUNDRED MILLION and 00/100 (PHP2,500,000,000.00) to partially fund the construction of the Project. SPRC, for its part, will put up the rest of the funding required for the construction of the Project. **On 20 September 2013, Shang Properties Realty Corporation purchased the Property from Issuer.**

On 31 March 2011, Issuer's subsidiary, Shang Property Developers, Inc. executed a Deed of Absolute Sale with Asian Plaza I Condominium Corporation and Asian Plaza, Inc. (both are Filipino corporations), for the purchase of the mixed use condominium project known as the Asian Plaza I and the parcel of land of which said project stands, for a consideration of **PHP SIX HUNDRED FIFTEEN MILLION and 00/100 (PHP615,000,000.00)**. The Asian Plaza I is located at the corner of Gil Puyat Ave., Tordesillas St. and H. V. de la Costa St., Salcedo village, Makati City.

On 27 June 2011, Issuer purchased L'Hirondelle Holdings, Inc.'s 50million common shares and 270million preferred shares in Shangri-La Plaza Corporation ("SLPC") (representing 21.28% equity in SLPC), for a total consideration of P450,000,000.00. Said sale increased Issuer's equity in SLPC from 78.72 % previously to 100%, making SLPC a wholly-owned subsidiary of Issuer. SLPC owns and operates the mall establishment known as the Shangri-La Plaza which is located in Mandaluyong City.

**As noted above, on 02 September 2014, the SEC approved the merger between Shang Global City Properties, Inc., and Fort Bonifacio Shangri-La Hotel, Inc., with Shang Global City Properties, Inc., as the surviving entity. Other than this merger, Issuer's other subsidiaries have not undergone any material reclassification, merger, consolidation or purchase or sale of a significant amount of assets not classified as ordinary.**

**With Issuer's subsidiaries:**

**a. With Shangri-La Plaza Corporation (SLPC)**

**i) A portion of the Issuer's land where the Shangri-La Plaza Mall is located is being leased to SLPC. The lease is for a period of twenty five (25) years from 6 January 1993. Rental income is calculated at 10% of SLPC's annual rental income from mall operations plus a certain percentage of the carpark's net income.**

**ii) Issuer and SLPC have in turn entered into an agreement whereby SLPC shall lease said mall facility from Issuer of a period of five (5) years**

**commencing on September 2012, renewable upon mutual agreement of the Parties. Rental income is calculated at 12% of SLPC's annual rental income from mall operations.**

b. With SPI Parking Services, Inc. (SPSI)

On 16 January 2002, the Issuer entered into an agreement with SLPC and SPSI. Under the terms and conditions of the agreement, SPSI will be granted limited usufructuary rights over the Issuer's parking spaces for a consideration equivalent to a certain percentage of SPSI's gross income less direct and indirect expenses. The agreement is effective until 31 December 2002 and shall be renewed automatically for another year unless a notice of non-renewal is served by the Issuer or SPSI.

c. With Shang Properties Realty Corporation (formerly, The Shang Grand Tower Corporation)

On May 8, 2005, the Issuer entered into a Memorandum of Agreement ("MOA") with Shang Properties Realty Corporation ("SPRC") whereby Issuer, as registered owner of a parcel of land located along St. Francis Road cor. Internal Road, Shangri-La Complex, Mandaluyong City ("Property"), agreed with SPRC for the latter to develop the Property into a two-tower high rise residential condominium to be known as The St. Francis – Shangri-La Place ("Project"). SPRC shall provide the funding for the Project which was completed in 2009.

The MOA, among others, provides that Issuer, as the owner of the Property, commits to transfer the same, free from all liens and encumbrances, in favor of the Condominium Corporation that will be incorporated upon the completion of the Project. Pending the transfer of the Property to the Condominium Corporation, Issuer shall allow the use of the Property for the construction of the Project, subject to the terms and conditions hereinafter stipulated. SPRC shall provide funding for the construction of the Project. It is the intention of the Parties to allocate the resulting units in the Project between them, with each party taking ownership and possession of its respective allocated units ("Allocated Units"), with full power and discretion on the disposition of the same, subject only the pertinent conditions hereunder contained. The allocation between the Parties of the Net Saleable Area shall be at the ratio of twenty percent (20%) to Issuer and eighty percent (80%) to SPRC subject to adjustment based on mutual agreement of the Parties. The actual designation of the Parties' respective Allocated Units shall be determined upon completion of the final plans and shall be incorporated in a supplemental agreement to be executed by the Parties. The Parties also agreed that Seventy Five (75) contiguous parking slots shall be allocated to the Issuer. The allocation of the remaining parking slots net of the 75 slots allocated to Issuer shall be eighty percent (80%) to SPRC and twenty percent (20%) to Issuer subject to adjustment based on mutual agreement of the Parties. The actual designation of the parking slots shall be determined upon completion of the final plans and shall be incorporated in a supplemental agreement to be executed by the Parties.



On 09 November 2009, the Issuer entered into a Memorandum of Agreement with its subsidiary Shang Properties Realty Corporation ("SPRC") (formerly, The Shang Grand Tower Corporation), wherein Issuer agreed with SPRC to develop a portion of Issuer's Property located at Edsa cor. Shaw Blvd., Mandaluyong City, into another commercial / retail building ("Project") comprised of a shopping mall, parking facilities, and high-rise residential condominium building to be known as "One Shangri-La Place". This MOA was rescinded by the Parties on 20 September 2013, wherein SPRC purchased the land from Issuer to become both the landowner and developer of the Project.

**With Issuer's affiliates:**

a. Edsa Shangri-La Hotel & Resort, Inc.

The Issuer leased a portion of its land to an affiliate, Edsa Shangri-La Hotel & Resort, Inc., where the latter's Edsa Shangri-La Hotel is located. The lease is for a period of twenty five (25) years commencing on 28 August 1992, renewable for another twenty five years at the option of the lessee. Rental income is computed on a fixed percentage of the Hotel's room, food and beverage, dry goods and other service payments.

b. With other affiliates:

On 1 January 2001, the Issuer entered into a cost sharing agreement with SLPC and other related companies for the services rendered by the officers of the Company to its related companies. Other transactions with related companies substantially consist of reimbursement of expenses paid for by the Issuer in behalf of its affiliates and vice-versa.

**Between Issuer's Affiliates:**

- a. Shang Property Management Services Corporation entered into a Memorandum of Agreement with KSA Realty Corporation, pursuant to which the former shall assist the latter in managing and administering the leasing operations of The Enterprise Center.
- b. Shang Property Management Services Corporation entered into a Memorandum of Agreement with The Enterprise Center Condominium Corporation pursuant to which the former shall assist the latter in managing and administering the condominium development known as The Enterprise Center, specifically with respect to the common areas thereof.
- c. Shang Property Management Services Corporation entered into a Memorandum of Agreement with The St. Francis Shangri-La Place Condominium Corporation pursuant to which the former shall assist the latter in managing and administering the condominium development known as The Enterprise Center, specifically with respect to the common areas thereof.

The Company is cognizant of the good governance and best practices pitfalls of related party transactions. It is for this reason that such transactions are entered into with due care and thorough deliberation and within the limitations provided by relevant laws and regulations. The Company also ensures that such transactions are fair to the Company and are at arm's length. Such transactions are fully disclosed to the Board and subjected to vigorous scrutiny by the directors, and must be approved by a majority vote of the Board of Directors.

With respect to the directors, the Company's policy as set out in its Manual of Corporate Governance is that a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interests. He should avoid situations that may compromise his impartiality. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process. A director who has a continuing material conflict of interest should seriously consider resigning from his position. A conflict of interest shall be considered material if the director's personal or business interest is antagonistic to that of the corporation, or stands to acquire or gain financial advantage at the expense of the corporation.

With respect to Officers/Directors (including spouses/children/siblings/parents)

The Company, as a general rule, discourages transactions with Officers and Directors and their spouses/children/siblings/ parents. Where such a transaction arises, the Company takes deliberate care in ensuring that the same fosters no conflict of interest, and is not prejudicial to the Company. Material transactions of such nature are duly disclosed to the Board for the latter's scrutiny and approval. Disclosure obligations required by law and relevant regulation are also duly complied with by the Company.

With respect to interlocking directors

Transactions with entities with interlocking directors with the Company are treated in the same manner as the Company views related party transactions. Requirements set forth by law and regulation in cases involving interlocking directors are also duly observed.

## **J. RIGHTS OF STOCKHOLDERS**

### **1) Right to Participate Effectively in Annual/Special Stockholders' Meetings**

#### ***(a) Quorum***

The Company's By-Laws provides thus: "Unless Philippine law shall require a higher majority vote, the affirmative vote of shareholders of the Corporation owning or representing at least a majority of the entire subscribed capital stock entitled to vote shall be necessary to constitute a quorum and the majority vote of those present in a meeting constituting a quorum shall be necessary for any corporate act by the shareholders of the Corporation."

#### ***(b) System Used to Approve Corporate Acts***

The Company's By-Laws provides for the manner of voting in the annual/special stockholders meetings, thus: "At all meetings of stockholders, a stockholder may vote in person or by proxy executed in writing by the stockholder or his duly authorized attorney-



in-fact. Unless otherwise provided in the proxy, it shall be valid only for the meeting at which it has been presented to the Secretary. All proxies must be in the hands of the Secretary not later than ten (10) days before the time set for the meeting. Such proxies filed with the Secretary may be revoked by the stockholders either in an instrument in writing duly presented and recorded with the Secretary at least 3 days prior to a scheduled meeting or by their personal presence at the meeting. The decision of the Secretary on the validity of proxies shall be final and binding until set aside by a court of competent jurisdiction.

**(c) Stockholders Rights / Dividends**

There are no stockholders' rights provided in the By-Laws of the Company which differs from the rights vested by the Corporation Code.

The following cash dividends were declared by the Company in 2013 and 2015. Apart from the restrictions imposed by statutes and regulations, there are none internal to Company which hamper or may hamper any declaration of dividends by the Issuer, and for as long as said declarations can be supported by the Company's financial position. The Company has not declared any stock dividends.

The following cash dividends were declared by the Company in 2014 to 2017: (Revised as of 15 May 2017)

**Cash dividends**

**2017**

- *During the regular meeting of the Issuer's Board held on 15 March 2017, the Board approved the declaration of P0.095 per share cash dividend to all shareholders of record as of 31 March 2017, to be taken from the unrestricted retained earnings as reflected in the audited financial statements of the Issuer as of 31 December 2016, to be paid on or before 07 April 2017.*

**2016**

- *During the regular meeting of the Issuer's Board held on 04 March 2016, the Board approved the declaration of P0.095 per share cash dividend to all shareholders of record as of 21 March 2016, to be taken from the unrestricted retained earnings as reflected in the audited financial statements of the Issuer as of 31 December 2015, to be paid on or before 08 April 2016.*
- *During the regular meeting of the Issuer's Board held on 14 September 2016, the Board approved the declaration of P0.070 per share cash dividend to all shareholders of record as of 30 September 2016, to be taken from the unrestricted retained earnings as reflected in the unaudited financial statements of the Issuer as of 30 June 2016, to be paid on or before 07 October 2015*

## 2015

- During the regular meeting of the Issuer's Board held on 27 March 2015, the Board approved the declaration of P0.08500 per share cash dividend to all shareholders of record as of 15 April 2015, to be taken from the unrestricted retained earnings as reflected in the audited financial statements of the Issuer as of 31 December 2014, to be paid on or before 20 April 2015.
- During the regular meeting of the Issuer's Board held on 18 August 2015, the Board approved the declaration of P0.070 per share cash dividend to all shareholders of record as of 03 September 2015, to be taken from the unrestricted retained earnings as reflected in the unaudited financial statements of the Issuer as of 30 June 2015, to be paid on or before 18 September 2015. (Revised as of 20 August 2015)

## 2014

- During the regular meeting of the Issuer's Board held on 19 February 2014, the Board approved the declaration of P.07000 per share cash dividend to all shareholders of record as of 7 March 2014, to be taken from the unrestricted retained earnings as reflected in the audited financial statements of the Issuer as of 31 December 2013, to be paid on or before 14 March 2014.
- During the regular meeting of the Issuer's Board held on 14 August 2014, the Board approved the declaration of P0.06500 per share cash dividend to all shareholders of record as of 29 August 2014, to be taken from the unrestricted retained earnings as reflected in the audited financial statements of the Issuer as of 30 June 2014, to be paid on or before 10 September 2014.

### ***(d) Stockholder's Participation***

1. The Board and the Company recognize that a key part of governance is its open and effective engagement with its shareholders and stakeholders, so that measures are in place to assure open channels of communications. Thus, shareholders can raise comments on the performance and future directions of the Company during the annual stockholders meetings; annual results are distributed to the stockholders and disclosed to the public; the Company's website features various information about the Company and its operations, directions, disclosures, and financial strength, as well as encourages feedback from shareholders and the public alike.

The Board and the Company ensure that the rights of stockholders as provided by law and regulation are respected. This respect for the Company's shareholders is further enshrined in Article 6 (A) and (B) of the Company's Manual of Corporate Governance, to wit:

- A) The Board shall respect the rights of the stockholders as provided for in the Corporation Code, namely:



- (i) Right to vote on all matters that require their consent or approval;
- (ii) Pre-emptive right to all stock issuances of the corporation;
- (iii) Right to inspect corporate books and records;
- (iv) Right to information;
- (v) Right to dividends; and
- (vi) Appraisal right.

- B) The Board should be transparent and fair in the conduct of the annual and special stockholders' meetings of the corporation. The stockholders should be encouraged to personally attend such meetings. If they cannot attend, they should be apprised ahead of time of their right to appoint a proxy. Subject to the requirements of the bylaws, the exercise of that right shall not be unduly restricted and any doubt about the validity of a proxy should be resolved in the stockholder's favor.

It is the duty of the Board to promote the rights of the stockholders, remove impediments to the exercise of those rights and provide an adequate avenue for them to seek timely redress for breach of their rights.

The Board should take the appropriate steps to remove excessive or unnecessary costs and other administrative impediments to the stockholders' meaningful participation in meetings, whether in person or by proxy. Accurate and timely information should be made available to the stockholders to enable them to make a sound judgment on all matters brought to their attention for consideration or approval.

Although all stockholders should be treated equally or without discrimination, the Board should give minority stockholders the right to propose the holding of meetings and the items for discussion in the agenda that relate directly to the business of the corporation."

2. The Company policy of asking shareholders to actively participate in corporate decisions regarding amendments to the Company's constitution (Articles of Incorporation and By-Laws), issuance of additional shares, and transfer of all or substantially all assets, which in effect results in the sale of the company, are governed by the provisions of the Corporation Code of the Philippines and by implementing rules, regulations, circulars, promulgated by regulatory authorities. The Company has not adopted not will it adopt any contrary policy.

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? *(Revised as of 15 May 2017)*

*Date of sending out notices: 24 May 2016*

*Date of the last Annual/Special Stockholders' Meeting: 21 June 2016*

The Company's By-Law provisions provides that notices for regular and special meetings of the stockholders shall be sent at least 15 days prior to the date of the meeting.

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

There were no significant questions asked during the AGM.

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

All resolutions put forth were unanimously approved by 84.17% of the votes present during the meeting. These resolutions included the approval of the minutes of the previous annual general meeting, approval of the management's report of operations for the previous year, appointment of the firm of Sycip Gorres Velayo & Co. as the Registrant's External Auditors, approval and ratification of the Company's Audited Financial Statements as of 31 December 2013, approval of the amendment of the Company's Articles of Incorporation, changing its principal address in compliance with SEC regulations.

6. Date of publishing of the result of the votes taken during the most recent AGM for all resolutions.

The results of the votes taken on all the resolution during the last AGM of the Company is immediately made known to the shareholders present, and within five (5) days from the date of the AGM, the approval of all resolutions during the AGM is duly disclosed to the SEC and the PSE through the 17-C unstructured reports.

***(e) Modifications***

The Company has not made modifications to the Annual/Special Stockholders' Meeting regulations during the most recent year.

***(f) Stockholders' Attendance***

- i. The company did not hold any Special Stockholders' meeting during the last fiscal year. Details of Attendance in the most recent Annual Stockholders' Meeting held last 21 June 2016 are as follows:

*Names of Board Members/Officers Present:*

Alfredo C. Ramos  
Johnny O. Cobankiat  
Antonio O. Cojuangco  
Cynthia R. Del Castillo  
Danila Regina I. Fojas  
Maximo G. Licaucó III  
Wilfred Woo  
Koay Kean Choon  
Kin Sun Andrew Ng  
Federico G. Noel, Jr.

**Date of Meeting: 21 June 2016 (Revised as of 15 May 2017)**



### **Voting Procedure:**

The voting on each matter put forth for shareholders approval during the AGM was carried out by the show of hands, where the approvals were unanimous.

However, in the event that there is an objection by any stockholder to any of the resolutions put forth for approval, the Company shall adopt the following procedure:

A voting by ballot will take place, and the Shareholders present will be requested to appoint the Corporate Secretary of the Company and the representative of the Company's External Auditor to supervise the voting, receive and tabulate the votes, determine and certify the results of the voting, and do everything else necessary to ensure a fair and honest voting process.

Total Percentage of Stockholders in Attendance during the last AGM: 75.53%

(Revised as of 15 May 2017)

- ii. As described above, where the vote of the stockholders on any matter submitted to a vote during the AGM is not unanimous and there is an objection, voting by ballots is carried out, and the Stockholders shall appoint the representative of the Company's External Auditor to supervise the elections, and to certify the results, together with the Company's Corporate Secretary.
- iii. The Company only has common shares. All shares have identical voting rights. Every stockholder entitled to vote shall have the right to vote in person or by proxy the number of shares of stock as of record date. Every stockholder may vote such number of shares for as many persons as there are directors to be elected or he may cumulate his votes and give one candidate/nominee as many votes as the number of directors to be elected multiplied by the number of his shares shall equal or he may distribute them on the same principle among as many candidates as he shall see fit provided that the total number of votes cast by him shall not exceed the number of shares owned multiplied by the whole number of directors to be elected.

Every stockholder may vote such number of shares for as many persons as there are directors to be elected or he may cumulate his votes and give one candidate/nominee as many votes as the number of directors to be elected multiplied by the number of his shares shall equal or he may distribute them on the same principle among as many candidates as he shall see fit provided that the total number of votes cast by him shall not exceed the number of shares owned multiplied by the whole number of directors to be elected.

There are no stated conditions precedent to the exercise of cumulative voting rights.

### **(g) Proxy Voting Policies of the Company**

Pursuant to Article II, Section 7 of the Company's By-laws, at all meetings of stockholders, a stockholder may vote in person or by proxy executed in writing by the stockholder or his



duly authorized attorney-in-fact. Unless otherwise provided in the proxy, it shall be valid only for the meeting at which it has been presented to the Secretary. All proxies must be in the hands of the Secretary not later than 10 days before the time set for the meeting. Such proxies filed with the Secretary may be revoked by the stockholders either in an instrument in writing duly presented and recorded with the Secretary at least 3 days prior to a scheduled meeting or by their personal appearance at the meeting. The decision of the Secretary on the validity of the proxies shall be final and binding until set aside by a court of competent jurisdiction.

**(h) Sending of Notices**

Pursuant to Article II, Section 4 of the Company's By-laws, notices for regular or special meetings of stockholders may be sent by the Secretary by personal delivery or by mailing the notice at least 15 business days prior to the date of the meeting to each stockholder of record at his last known post office address or by publishing the notice in a news paper of national circulation. However, pursuant to the Company's latest revisions to its Manual of Corporate Governance, the notice shall be sent at least 28 calendar days before the date of the meeting (Revised as of 15 May 2017). The notice shall state the place, date and hour of the meeting, and the purpose or purposes for which the meeting is called. In case of special meetings, only matters stated in the notice can be the subject of motions or deliberations at such meeting. A shareholder may waive the requirements of this paragraph, but only when such waiver is expressed in writing.

When the meeting of stockholders is adjourned to another time or place it shall not be necessary to give any notice of the adjourned meeting if the time and place to which the meeting is adjourned are announced at the meeting at which the adjournment is taken. At the reconvened meeting, any business may be transacted that might have been transacted on the original date of the meeting.

**(i) Definitive Information Statements and Management Report**

Number of Stockholders entitled to receive Definitive Information Statements and Management Report and Other Materials	Both hard copies and CD copies of the Definitive Information Statement is distributed /sent by courier to all shareholders of the Company (for the 2016 AGM, there were 5,391 stockholders of record). (Revised as of 15 May 2017)
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by market participants/certain beneficial owners	Distribution was made not later than 21 June 2016 for the last AGM. (Date of AGM was 21 June 2016. Thus, distribution was made at least 15 business days before the date of the AGM as required by the Sec regulations. (Revised as of 15 May 2017)
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by stockholders	Distribution was made not later than 24 May 2016 for the last AGM. (Date of AGM was 21 June 2016. Thus, distribution was made at least 15 business days before the date of the AGM as required by the Sec regulations) (Revised as of 15 May 2017)
State whether CD format or hard copies	Both hard copies and CD copies of the



were distributed	Definitive Information Statement were distributed / sent to the stockholders.
if yes, indicate whether requesting stockholders were provided hard copies	Both hard copies and CD copies of the Definitive Information Statement were distributed / sent to the stockholders.

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

Each resolution to be taken up deals with only one item.	Every resolution submitted for shareholders approval is taken up separately. The Company does not practice the bundling of resolutions.
Profiles of directors (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) nominated for election/re-election.	No.
The auditors to be appointed or re-appointed.	No.
An explanation of the dividend policy, if any dividend is to be declared.	No dividend was declared for the last AGM, thus there was no indication of the dividend policy in the Notice.
The amount payable for final dividends.	N/A
Documents required for proxy vote.	The Notice expressly states that proxies must be filed and received by the Office of the Corporate Secretary of the Company before the date set for the AGM.

On the matter of the nominated directors, the profiles are submitted to the Nomination Committee for evaluation.

## 2) Treatment of Minority Stockholders

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

The Company is mindful of the rights of both the majority and minority shareholders, and treats both equally and fairly. It ensures that there are no impediments to the exercise by both the majority and minority shareholders of their rights, and that both have access to channels and venues for redress instituted by the Company for the airing of their complaints, concerns, and/or grievances. . In the case of minority shareholders, in Article 6 of the Company's Manual of Corporate Governance, minority shareholders have the right to propose the holding of meetings and the items for discussion in the agenda that relate directly to the business of the Company.

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

Yes, minority shareholders have a right to nominate candidates for the Company's Board of Directors. There is no impediment to the exercise of such right by any minority shareholder of the Company. In fact, the Company publishes each year, at least 30 day before the date

of the AGM, in a newspaper of general circulation, a Notice, calling on all shareholders to submit the nominations for the regular and independent members of the Company's Board of Directors to the Corporate Secretary. The Corporate Secretary shall be responsible for forwarding all nominations received to the Company's Nomination Committee for evaluation.

#### K. **INVESTORS RELATIONS PROGRAM**

The Board and the Company recognize that a key part of governance is its open and effective engagement with its shareholders and stakeholders, so that measures are in place to assure open channels of communications. Thus, shareholders can raise comments on the performance and future directions of the Company during the annual stockholders meetings; annual results are distributed to the stockholders and disclosed to the public; the Company's website features various information and announcements about the Company and its operations, directions, disclosures, and financial strength, as well as encourages feedback from shareholders and the public alike. For significant announcements of the Company, after proper disclosures would have been made to the regulators (SEC and PSE), briefings or press releases are distributed to the media in order to reach a wider audience. Significant announcements of the Company are passed upon the Executive Committee and by the Board of Directors. Internally, the Company ensures that the relevant responsibility centers in respect of investor relations are abreast of their respective mandates.

- 1) 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	<p>The Company's objective in instituting the various channels of communications to encourage interaction with its various stakeholders and the public in general, is to keep said stakeholders abreast of The company's business direction and various developments. Other objectives in opening communications are to promote transparency, encourage feedback from stakeholders and productive interaction between the Company and its stakeholders, institute accessible venues to air stakeholder complaints or concerns, among other.</p> <p>Investors relations are handled by the office of the Company Secretary and/or the Company's Marketing Division.</p> <p>Contact details are as follows:  The Corporate Secretary /Marketing Department  Tel: (02) 370-2700  Fax: (02) 370-2698  Email: bobong.noel@shangproperties.com</p>
(2) Principles	<p>The Company's guiding principle is the continued effective engagement by the Company with its various stakeholders is one of the pillars of good governance to which the Company undertakes all efforts to observe.</p>
(3) Modes of Communications	<p>Modes and channels of communications with the Company may be</p>



	through (i) the company website which features a feedback mechanism (email to the Company); (ii) the AGM proper where stockholders are encouraged to engage the directors and management officers directly in discussion on matters relating to the Company; (iii) public announcements through the various media; (iv) prompt disclosures made to the regulatory authorities (SEC and PSE).
(4) Investors Relations Officer	Atty. Federico G. Noel, Jr. / Ms. Milen Treichler

- 3) The Company has not undertaken during the last fiscal year, any acquisition of corporate control in the capital markets, and extraordinary transactions such as mergers, nor any sale of substantial portions of its corporate assets.

#### **L. CORPORATE SOCIAL RESPONSIBILITY INITIATIVES**

The Company is cognizant of the importance of Corporate Social Responsibility such as to render its business practices adherent to ethical and sustainable imperatives, i.e., with due regard for its business practices' impact on the local community, society in general, on the company's various stakeholders and on the environment.

The Company also engages in programs to fulfill its social responsibility to the community. Thus, it regularly donates substantial amounts to victims of major calamities such as typhoons and earthquakes. Through its subsidiaries, the Company provides free venues for the hosting of socially & relevant events such as those sponsored by the Philippine Red Cross, World Wildlife fund, UNICEF, UNESCO, Greenpeace, National Commission of Culture and Arts., etc.

The Company enforces such cognizance of and adherence to Corporate Social Responsibility among its subsidiaries and their various developments.

In keeping with its commitment towards supporting environment friendly efforts and business and operations practices, instance, in dealing with its suppliers or contractors, due care is observed so that only those with environment friendly practices are awarded works and contracts. Internally, the Company has instituted efforts to reduce wastage and establish guidelines for the efficient management of resources such as electricity, water, paper and other common resources being used by the Company. The same due care for environment friendly and green practices is observed within the Group. Thus, for instance, the Company's subsidiary, KSA Realty Corporation has been awarded by internationally prestigious bodies for its energy conservation programs for its condominium facility, The Enterprise Center which is located at the heart of Makati City (i.e, the Asean Energy Awards, Asean Energy Efficient Building). As with the Enterprise Center and the Group's other developments (The Shang Grand Tower, The St. Francis Shangri-La Place, One Shangri-La Place), Shangri-La Plaza, green practices are sought by the Company to the extent possible i.e., through the adoption of technology which optimize energy use with the least impact to the environment , the adoption of technology which optimize energy use with the least impact to the environment , the adoption of waste management programs, green procurement policy with the respect to suppliers and contractors, etc., observance of all relevant regulations promulgated by regulatory authorities. The Fort Bonifacio Shangri-La

Hotel, Inc., which is the latest development of a subsidiary of the Company, is among the few pioneer developments in the Philippines which conforms with the very stringent LEED standards. Leaders across the globe have made LEED the most widely used green building rating system. LEED certification provides independent verification of a building or neighborhood's green features, allowing for the design, construction, operations and maintenance of resource-efficient, high-performing, healthy, cost-effective buildings. LEED certification means healthier, more productive places, reduced stress on the environment by encouraging energy and resource-efficient buildings. (Revised as of 20 August 2015)

**M. BOARD, DIRECTOR, COMMITTEE AND CEO APPRAISAL**

The Company's President, senior officers, and employees are subjected to a yearly performance evaluation through the Company's Performance Evaluation Development System (PEDS). With the PEDS, specific objective are set (i.e., output/deliverables to be accomplished are determined; the standards to measure the attainment of end results is established; specific actions to accomplish the end results are identified. He is rated by the Board of Directors on the basis of each of the specific functions and responsibilities of his office as indicated in a formal evaluation form). The CEO's/President's performance for the year is then appraised and assessed against these performance measures and targets.

**N. INTERNAL BREACHES AND SANCTIONS**

Breaches of corporate governance policies, many of which hew closely to the Company's Code of Business Ethics shall be subjected to the proper investigation and appropriate corrective action. The severity of the corrective action shall depend on the nature of the breach.

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 Mandaluyong on \_\_\_\_\_.

**SIGNATURES**



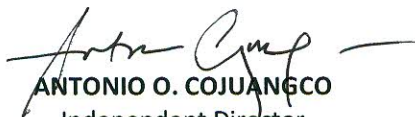
**ALFREDO C. RAMOS**

Vice Chairman of the Board



**MAXIMO G. LICAUCO III**

Independent Director



**ANTONIO O. COJUANGCO**

Independent Director



**JOHNNY O. COBANKIAT**

Independent Director



**FEDERICO G. NOEL, JR.**

Compliance Officer



SUBSCRIBED AND SWORN to before me this MAY 24 2017 day of \_\_\_\_\_ affiant(s)  
exhibiting to me their passport, as follows:

NAME/NO.	Passport No.	DATE/PLACE OF ISSUE
Alfredo C. Ramos	EC8370209	21 Jul 2016/DFA NCR East
Maximo G. Licauco III	EC7161351	03.19.2016/DFA NCR East
Johnny O. Cobankiat	EB5977790	07.19.2012/DFA Manila
Antonio O. Cojuangco	EC5284348	09.10.2015/DFA Manila
Federico G. Noel, Jr.	EB7578429	03.07.2013/DFA NCR East

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Series of 2017

NOTARY PUBLIC

**JOVEN G. SEVILLANO**  
NOTARY PUBLIC FOR CITY OF MANDALUYONG  
COMMISSION NO. 0285-17 UNTIL DECEMBER 31, 2018  
ROLL NO. 53970  
IBP LIFETIME NO. 041302 RIZAL  
PTR NO. 3019108 ; 1-3-17; MANDALUYONG  
MCLE COMPLIANCE NO. IV - 0014673 14 APRIL 2019  
METRO MART COMPLEX, MANDALUYONG CITY

## SECRETARY'S CERTIFICATE

I, **FEDERICO G. NOEL, JR.**, of legal age, Filipino, and with office address at Level 5, Administration Office, Shangri-La Plaza, EDSA cor. Shaw Blvd., Mandaluyong City, being the duly elected and incumbent Corporate Secretary of **SHANG PROPERTIES, INC.**, a corporation duly organized and existing under and by virtue of Philippine laws, with principal offices at the 5<sup>th</sup> Level, Administration Office, Shangri-La Plaza, EDSA cor. Shaw Boulevard, Mandaluyong City (the "Corporation"), under oath, do hereby certify that:

1. Pursuant to and in compliance with the requirements of the Securities and Exchange Commission ("SEC"), the Corporation updated its previously submitted Annual Corporate Governance Report ("ACGR").
2. The updates to the ACGR were made in the following sections:
  - A.1 (a) – Composition of the Board;
  - A.1 (c) - Frequency of Board review of the Company's mission and vision;
  - A.1 (d) – Directorships in other companies;
  - A.1 (d)(iii) – Limit on the Number of Board Seats in Other Companies;
  - A.1 (e) – Shareholding in the Company;
  - A.2 (a) – The Roles of Chairman and CEO are separate;
  - A.2 (b) – Roles, Accountabilities, and Deliverables of the Chairman and CEO;
  - A.4 (vii) – Other Executive, Non-Executive and Independent Directors;
  - A.5 (a) – Changes in the Board of Directors (Executive, Non-Executive, and Independent Directors); Resignation/Death/Removal;
  - Voting Result of the Last Annual General Meeting;
  - B.1 (a) Code of Business Conduct and Ethics; Conflict of Interest;
  - B.4 (a) Related Party Transactions; Policies and Procedures;
  - C.2 – Board Meetings and Attendance; Attendance of Directors;
  - C.5(c)(vi-x) – Access to Information;



- D.3 – Aggregate Remuneration;
- D.5 – Remuneration of Management;
- E.1 (b) – Nomination Committee;
- E.1 (c) – Audit Committee;
- E.2 (a) – Committee Members; Executive Committee;
- E.2 (b) – Committee Members; Audit Committee;
- E.2 (c) – Committee Members; Nomination Committee;
- E.2 (d) – Committee Members; Remuneration Committee;
- E.3 – Changes in Committee Members;
- E.4 – Work Done By Each Committee and Issues Addressed During the Year; Audit Committee; Nomination Committee;
- F.1 – Risk Management System; Annual Review by the Board of the Risk Management System;
- G.1 (b)(c) – Internal Audit and Control;
- G.2 (a) – Internal Audit; Role, Scope and Internal Audit Function;
- G.2 (d) – Internal Audit; Resignation, Re-assignment and Reasons;
- G.2 (e) – Internal Audit; Progress against Plans, Issues, Findings and Examination Trends;
- G.2 (f) – Internal Audit; Audit Control Policies and Procedures;
- H.3 (b)(c) – Role of Stakeholders; Performance-Enhancing Mechanisms For Employees Participation; Show data Relating to Health, Safety and welfare of its Employees; State the Company's Training and Development Programmes for Its Employees;
- I.1 (a) – Disclosure and Transparency; Ownership Structure;
- I.3 – External Auditor's Fee;
- I.5 – Date of Release of Financial Report;
- J.1 (c) – Rights of Stockholders; Right to Participate Effectively in Annual/Special Stockholders' Meetings; Stockholders Rights/Dividends;
- J.1 (d)(3) – Stockholders' Participation;
- J.1 (f) – Stockholders' Attendance;
- J.1 (h) Sending of Notices;
- J.1 (i) – Definitive Information Statements and Management Report;

The relevant pages in the ACGR where the updates were made are hereto attached.

3. The updated ACGR will be uploaded to the Corporation's Website after filing with the SEC on or before 31 May 2017.

IN WITNESS WHEREOF, I have signed this Secretary's Certificate this 24<sup>th</sup> MAY 30 2017 day of May at Mandaluyong City.

  
**FEDERICO G. NOEL, JR.**  
Corporate Secretary

REPUBLIC OF THE PHILIPPINES)  
CITY OF MANDALUYONG )S.S.

SUBSCRIBED AND SWORN TO before me this 24<sup>th</sup> MAY 30 2017 day of May in the City of Mandaluyong by affiant having successfully proven to me his identity through his Passport with No. EB7578429 ISSUED ON 07 MAR. 2013 VALID UNTIL 06 MAR 2018, issued by the Philippine Department of Affairs, that he is the same person who signed before me the foregoing Secretary's Certificate and acknowledged that he executed the same.

**NOTARY PUBLIC**

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Page No. 66 :  
Book No. 38 :  
Series of 2017.

**JOVEN G. BAYILLANO**  
NOTARY PUBLIC FOR CITY OF MANDALUYONG  
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