

# COVER SHEET

A S O 9 5 0 0 2 2 8 3

SEC Registration Number

D M C I H O L D I N G S , I N C .

(Company's Full Name)

3 R D F L R . D A C O N B L D G . 2 2 8 1  
P A S O N G T A M O E X T . M A K A T I C I T Y

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

HERBERT M. CONSUNJI  
Contact Person

888-3000  
Company Telephone Number

(Last Wednesday of July)

1 2      3 1  
Month      Day  
Fiscal Year

**SEC 17-C**  
FORM TYPE

0 7      2 9  
Month      Day  
Annual Meeting

N.A.  
Secondary License Type, If Applicable

C F D  
Dept Requiring this Doc

\_\_\_\_\_  
Amended Articles Number / Section

\_\_\_\_\_  
Total No. of Stockholders

Total Amount of Borrowings  
\_\_\_\_\_  
Domestic      Foreign

To be accomplished by SEC Personnel concerned

\_\_\_\_\_  
File Number

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SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17  
OF THE SECURITIES REGULATION CODE  
AND SRC RULE 17.2(c) THEREUNDER

1. March 10, 2016  
Date of Report (Date of earliest event reported)
2. SEC Identification Number AS095-002283
3. BIR Tax Identification No. 004-703-376
4. DMCI Holdings, Inc.  
Exact name of issuer as specified in its charter
5. Philippines  
Province, country or other jurisdiction of incorporation
6.  (SEC Use Only)  
Industry Classification Code:
7. 3/F Dacon Building, 2281 Don Chino Roces Avenue, Makati City  
Address of principal office
- 1231  
Postal Code
8. (632) 888-3000  
Issuer's telephone number, including area code
9. Not applicable  
Former name or former address, if changed since last report
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

<u>Title of Each Class</u>	<u>No. of Shares Outstanding</u>	<u>Amount</u>
Common Shares	13,277,470,000	Php13,277,470,000.00
Preferred Shares	3,780	3,780.00
TOTAL	13,277,473,780	Php13,277,473,780.00

11. Indicate the item numbers reported herein: Item 9

## Item 9. Other Matters

The Board of Directors of the Corporation, in its meeting held today, March 10, 2016, approved the amendments to the company's Manual on Corporate Governance and the following Company Policies:

1. Manual on Corporate Governance (*Section 12. Rights of Stockholders*)
2. Code of Business Conduct and Ethics (*Monitoring and Compliance, page 4*)
3. Community Interaction Policy - (*Community Principles, Approach, Focus Areas and Monitoring and Evaluation, pages 1-3*)
4. Environmentally Friendly Value Chain Policy – (*activities and initiatives*)
5. Related Party Transactions Policy – (*Thresholds, Section 6.1 and 6.2, page 4*)
6. Supplier and Contractor Policy – (*standards in selecting suppliers and contractors, page 1*)

Attached are copies of the amended Manual and Company Policies.

### SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

DMCI Holdings, Inc.  
Issuer

  
**HERBERT M. CONSUNJI**  
Vice-President & Chief Finance Officer  
Chief Compliance Officer

March 10, 2016



**Amended Manual on  
Corporate Governance**  
*March 2016*

**The Board of Directors and Management of DMCI Holdings, Incorporated hereby commit themselves to the principles and best practices contained in this Manual, and acknowledge that the same shall serve as a guide in the attainment of our corporate goals.**

## **1. OBJECTIVE**

This Manual shall institutionalize the principles of good corporate governance in the entire organization.

The Board of Directors and Management believe that corporate governance is one of the necessary components of what constitutes sound business management. In this regard, Management shall undertake the necessary effort to create corporate governance awareness within the organization as soon as possible.

## **2. DEFINITION OF TERMS**

For the purpose of this Manual, words importing the singular also include the plural and the masculine includes the feminine and the neuter and vice versa where the context requires. The technical terms used in this Manual shall have the respective meanings as set forth below:

**Board of Directors** –the governing body elected by the stockholders that exercises the corporate powers of a corporation, conducts all its business and controls its properties

**Chairman** – refers to the person duly elected by the members of the Board of Directors to preside over Board meetings and other duties and responsibilities listed under the Corporation By-laws.

**Corporate Governance** – the framework of rules, systems and processes in the corporation that governs the performance by the Board of Directors and Management of their respective duties and responsibilities to the stockholders and other stakeholders which include, among others, customers, employees, suppliers, financiers, government and community in which it operates.

**Corporation**- refers to DMCI Holdings, Incorporated.

**Code** – refers to the Code of Corporate Governance.

**Director** – refers to a person duly elected by stockholders in the Board.

**Executive Director** – a director who is also the head of a department or unit of the corporation or performs any work related to its operation.

**Independent Director** – a person who, apart from his fees and shareholdings, is independent of management and free from any business or other relationship which could reasonably be perceived to, materially interfere with his exercise of independent judgment in carrying out his responsibilities as a director.

**Internal Control** – the systems established by the Board of Directors and Management for the **accomplishment of the Corporation’s objectives, the efficient** operation of its business, the reliability of its financial reporting, and faithful compliance with the applicable laws, regulations and internal rules.

**Internal Control System** – the framework under which internal controls are developed and implemented to manage and control a particular risk or business activity, or combination of risks or business activities, to which the corporation is exposed.

**Internal Audit** – an independent and objective assurance activity designed to add **value to and improve the corporation’s operations, and help it accomplish its** objectives by providing a systematic and disciplined approach in the evaluation and improvement of the effectiveness of risk management, control and governance processes.

**Internal Audit Department** – refers to an organic unit of the Corporation that provides independent, objective assurance and consulting services designed to review the implementation of the Internal Control.

**Management** – refers to the body given the authority by the Board of Directors to implement the policies it has laid down in the conduct of the business of the Corporation

**Non-executive Director** – a director who is not the head of a department or unit of the corporation nor performs any work related to its operation.

**Non-audit work** – the other services offered by an external auditor to a corporation that are not directly related and relevant to its statutory audit functions, such as, accounting, payroll, bookkeeping, reconciliation, computer project management, data processing, or information technology outsourcing services, internal audit, and other services that may compromise the independence and objectivity of an external auditor.

**Manual** – refers to this Manual on Corporate Governance.

**PSE** – shall refer to the Philippine Stock Exchange

**SEC** – refers to the Securities and Exchange Commission.

### **3. BOARD GOVERNANCE**

The Board of Directors (the “Board”) is primarily responsible for the governance of the Corporation. Corollary to setting the policies for the accomplishment of the corporate objectives, it shall provide an independent check on Management.

#### **3.1 Composition of the Board**

The Corporation’s Board shall be composed of nine (9) directors, two (2) of which are independent directors who are elected by the stockholders.

The membership of the Board may be a combination of executive and non-executive directors (which included independent directors) in order that no director or small group of directors can dominate the decision-making process.

The non-executive directors should possess such qualifications and stature that would enable them to effectively participate in the deliberations of the Board.

### **3.1.1 Chairman and CEO**

The roles of the Chairman and the 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 the functions between the Chairman and the CEO shall be made upon their election.

If the positions of the Chairman and CEO are unified, proper checks and balances shall be laid down to ensure that the Board gets the benefit of independent views and perspectives.

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

- (i) Ensure that the meetings of the Board are held in accordance with the by-laws or as the Chair may deem necessary;
- (ii) Supervise the preparation of the agenda of the meeting in coordination with the Corporate Secretary, taking into consideration the suggestions of the CEO, Management and the directors; and
- (iii) Maintain qualitative and timely lines of communication and information between the Board and Management.

## **3.2 Board of Directors**

Compliance with the principles of good corporate governance shall start with the Board.

**It shall be the Board's responsibility to foster the long-term success of the Corporation and secure its sustained competitiveness in a manner consistent with its fiduciary responsibility, which it shall exercise in the best interest of the Corporation, its stockholders and other stakeholders. The Board shall conduct itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.**

### **3.2.1 General Responsibility of a Director**

**It is the Board's responsibility to foster the long term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of its stockholders and other stakeholders.**

**The Board should formulate the corporation's vision, mission, strategic objectives, policies and procedures that shall guide its activities, including the means to effectively monitor Management's performance.**

### **3.2.2 Specific Duties and Functions of the Board**

To ensure a high standard of best practice for the Corporation, its stockholders and stakeholders, the Board should conduct itself with

honesty and integrity in the performance of, among others, the following duties and functions:

a) Implement a process for the selection of directors who can add value and contribute independent judgment to the formulation of sound corporate strategies and policies. Appoint competent, professional, honest and highly-motivated management officers. Adopt an effective succession planning program for Management.

b) Provide sound strategic policies and guidelines to the corporation on major capital expenditures. Establish programs that can sustain its long-term viability and strength. Periodically evaluate and monitor the implementation of such policies and strategies, including the business plans, operating budgets and Management's overall performance.

c) Ensure the corporation's faithful compliance with all applicable laws, regulations and best business practices.

d) Establish and maintain an investor relations program that will keep the stockholders informed of important developments in the corporation. If feasible, the corporation's CEO or chief financial officer shall exercise oversight responsibility over this program.

e) Identify **the corporation's stakeholders** in the community in which the corporation operates or are directly affected by its operations, and formulate a clear policy of accurate, timely and effective communication with them.

f) Adopt a system of check and balance within the Board. A regular review of the effectiveness of such system should be conducted to ensure the integrity of the decision-making and reporting processes at all times. There should be a continuing review of the corporation's internal control system in order to maintain its adequacy and effectiveness.

g) Identify key risk areas and performance indicators and monitor these factors with due diligence to enable the corporation to anticipate and prepare for possible threats to its operational and financial viability.

h) Formulate and implement policies and procedures that would ensure the integrity and transparency of related party transactions between and among the corporation and its parent company, joint ventures, subsidiaries, associates, affiliates, major stockholders, officers and directors, including their spouses, children and dependent siblings and parents, and of interlocking director relationships by members of the Board.

i) Constitute an Audit Committee and such other committees it deems necessary to assist the Board in the performance of its duties and responsibilities.

j) Establish and maintain an alternative dispute resolution system in the corporation that can amicably settle conflicts or differences between the corporation and its stockholders, and the corporation and third parties, including the regulatory authorities.

k) Meet at such times or frequency as may be needed. The minutes of such meetings should be duly recorded. Independent views during Board meetings should be encouraged and given due consideration.

l) Keep the activities and decisions of the Board within its authority under the articles of incorporation and by-laws, and in accordance with existing laws, rules and regulations.

m) Appoint a Compliance Officer who shall have the rank of at least vice president. In the absence of such appointment, the Corporate Secretary, preferably a lawyer, shall act as Compliance Officer.

### **3.2.3 Duties and Responsibilities of a Director**

**A Director's office is one of trust and confidence. A director should act** in the best interest of the corporation in a manner characterized by transparency, accountability and fairness. He should also exercise leadership, prudence and integrity in directing the corporation towards sustained progress.

A Director should observe the following norms of conduct:

- Conduct fair business transactions for the Corporation and to ensure that his personal interest does not conflict with the interests of the corporation;
- Devote the time and attention necessary to properly and effectively perform his duties and responsibilities;
- Act judiciously;
- Exercise independent judgment;
- 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.
- Observe confidentiality;
- Ensure the continuing soundness, effectiveness and adequacy of **the Corporation's internal control system.**

### **3.2.4 Qualifications of Directors**

- Holder of at least one (1) share of stock of the Corporation;
- He shall be at least a college graduate or have sufficient experience in managing the business to substitute for such formal education;
- He shall be at least thirty (30) years old;
- He shall have worked or in business for at least six (6) years and held a position not less than managerial level;
- He shall have proven to possess integrity and probity; and
- He shall be assiduous.

### **Disqualifications**

As provided in the SEC Revised Code of Corporate Governance, the following shall be grounds for 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 SEC 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 SEC 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 SEC or Bangko Sentral ng Pilipinas (BSP), or under any rule or regulation issued by the SEC 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 SEC, 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 SEC 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.

Any of the following shall be a ground for the temporary disqualification of a director:

- 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;
- Absence in more than fifty percent (50%) 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;
- Dismissal or termination for cause as director of any corporation covered by the Code. This disqualification shall

be in effect until he has cleared himself from any involvement in the cause that gave rise to his dismissal or termination.

- If the beneficial equity ownership in the Corporation or its subsidiaries and affiliates exceeds two (2) percent of its subscribed capital stock. The disqualification shall be lifted if the limit is later complied with.
- 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.

### **3.2.5 Board Meetings and Quorum Requirement**

The members of the Board should attend its regular and special meetings in person or through teleconferencing conducted in accordance with the rules and regulations of the Commission.

Independent directors should always attend board meetings. Unless otherwise provided in the by-laws, their absence shall not affect the quorum requirement. However, the Board may, to promote transparency, require the presence of at least one independent director in all its meetings.

**To monitor the directors' compliance with the attendance requirements, the Corporation shall submit to the Commission, on or before January 30 of the following year, a sworn certification about the directors' record of attendance in Board meetings. The certification may be submitted through SEC Form 17-C or in a separate filing.**

### **3.2.6 Remuneration of Directors and Officers**

The levels of remuneration of the Corporation should be sufficient to be able to attract and retain the services of qualified and competent directors and officers. A portion of the remuneration of executive directors may be structured or be based on corporate and individual performance.

## **4. BOARD COMMITTEES**

The Board shall constitute the proper committees to assist it in good corporate governance.

### **4.1 Nomination and Election Committee**

The Nomination Committee shall have at least three (3) Directors, one of whom must be independent.

4.1.1 It shall pre-screen and shortlist all candidates nominated to become a member of the Board of Directors in accordance with the following qualifications and disqualifications:

Qualifications

- Holder of at least one (1) share of stock of the Corporation;
- He shall be at least a college graduate or have sufficient experience in managing the business to substitute for such formal education;
- He shall be at least twenty one (30) years old;
- He shall have worked or in business for at least six (6) years and held a position not less than managerial level;
- He shall have proven to possess integrity and probity; and
- He shall be assiduous.

Disqualifications

- Any person finally convicted judicially of an offense involving moral turpitude or fraudulent act or transgressions;
- Any person finally found by SEC or a court or other administrative body to have willfully violated, or willfully aided, abetted, counseled, induced or procured the violation of, any provision of the Code, the Corporation Code, or any other law, rules, regulations or order administered by the SEC or Bangko Sentral ng Pilipinas;
- Any person judicially declared to be insolvent or bankrupt;
- Any person finally found guilty by a foreign court or equivalent financial regulatory authority of acts, violations or misconduct similar to any of the acts, violations or misconduct listed in the foregoing paragraphs; and
- Any person convicted by final judgment of an offense punishable by imprisonment for a period exceeding six (6) years, or a violation of the Code, committed within five (5) years prior to the date of his election or appointment.
- Any person treated for mental disorder, drug or alcohol addiction or confined in a mental institution;
- Any person owning directly or indirectly more than ten (10%) percent equity in any similar nature of business other **than the Corporation's affiliates or subsidiaries.**

Any of the following shall be a ground for the temporary disqualification of a director:

- Refusal to fully disclose the extent of his business interest as required under the Code and its implementing Rules and Regulations. This disqualification shall be in effect as long as his refusal persists;
- Absence or non-participation for whatever reason/s for more than fifty percent (50%) of all meetings, both regular and special, of the Board during his incumbency or any twelve-(12) month period during said incumbency. This disqualification applies for purposes of the succeeding election;
- Dismissal/termination from directorship in another listed corporation for cause. This disqualification shall be in effect until he has cleared himself of any involvement in the alleged irregularity;
- Being under preventive suspension by the Corporation;
- If the independent director becomes an officer or employee of the same corporation he shall be automatically disqualified from being an independent director;
- Conviction that has not yet become final referred to in the grounds for the disqualification of directors.

4.1.2 In consultation with the Board, review and re-define, as appropriate, the role, duties and responsibilities of the Chief Executive Officer (CEO) by integrating the dynamic requirements of the business as a going concern and future expansionary prospects within the realm of good corporate governance at all times.

4.1.3 The CEO and other executive directors shall submit themselves to a low indicative limit on membership in other corporate Boards. The same low limit shall apply to independent, non-executive directors who serve as full-time executives in other corporations. In any case, the capacity of directors to serve with diligence shall not be compromised.

4.1.4 The Nomination Committee shall consider the following guidelines in determining the number of directorships for the members of the Board:

- The nature of the business of the Corporation which he is a director;
- Age of the director;
- Number of directorships/active memberships and officerships in other corporations or organizations; and
- Possible conflict of interest.

The optimum number shall be related to the capacity of a director to perform his duties diligently in general.

## **4.2 Compensation and Remuneration Committee**

The Compensation or Remuneration Committee shall be composed of at least three (3) members, one of whom shall be an independent director.

### **4.2.1 Duties and Responsibilities**

- Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, and provide oversight over remuneration of senior management and other key personnel **ensuring that compensation is consistent with the Corporation's** culture, strategy and control environment.
- Designate amount of remuneration, which shall be in a sufficient level to attract and retain directors and officers who are needed to run the company successfully.
- Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of individual directors, if any, and officers.
- Develop a form on Full Business Interest Disclosure as part of the pre-employment requirements for all incoming officers, which among others compel all officers to declare under the penalty of perjury all their existing business interests or shareholdings that may directly or indirectly conflict in their performance of duties once hired.
- Disallow any director to decide his or her own remuneration.
- **Provide in the Corporation's annual reports, information and proxy** statements a clear, concise and understandable disclosure of compensation of its executive officers for the previous fiscal year and ensuing year.
- Review of the existing Administration or Personnel, to strengthen provisions on conflict of interest, salaries and benefits policies, promotion and career advancement directives and compliance or personnel concerned with all statutory requirements that must be periodically met in their respective posts.

## **4.3 Audit Committee**

The audit committee shall be composed of at least three (3) Members of the Board, at least two (2) of whom must be independent and one (1) of whom shall be its head or chairman. Each member shall have adequate understanding at least or competence at most of the company's financial management systems and environment. *(In compliance with SEC Memorandum Circular No. 6 Series of 2004)*

### **4.3.1 Functions of the Audit Committee**

The Audit Committee shall have the following functions:

- a) Assist the Board in the performance of its oversight responsibility for the financial reporting process, system of internal control, audit process, and monitoring of compliance with applicable laws, rules and regulations;
- b) Provide oversight over Management's activities in managing credit, market, liquidity, operational, legal and other risks of the corporation. This function shall include regular receipt from Management of information on risk exposures and risk management activities;
- c) Perform oversight functions over the corporation's internal and external auditors. It should 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;
- d) Review the annual internal audit plan to ensure its conformity with the objectives of the corporation. The plan shall include the audit scope, resources and budget necessary to implement it;
- e) 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 duplication of efforts;
- f) Organize an internal audit department, and consider the appointment of an independent internal auditor and the terms and conditions of its engagement and removal;
- g) Monitor and evaluate the adequacy and effectiveness of the corporation's internal control system, including financial reporting control and information technology security;
- h) Review the reports submitted by the internal and external auditors;
- i) Review the quarterly, half-year and annual financial statements before their submission to the Board, with particular focus on the following matters:
  - Any change/s in accounting policies and practices
  - Major judgmental areas
  - Significant adjustments resulting from the audit
  - Going concern assumptions
  - Compliance with accounting standards
  - Compliance with tax, legal and regulatory requirements.

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

k) 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 non-audit work, if allowed, should be disclosed in the corporation's annual report;

l) Establish and identify the reporting line of the Internal Auditor to enable him to properly fulfill his duties and responsibilities. He shall functionally report directly to the Audit Committee.

The Audit Committee shall ensure that, in the performance of the work of the Internal Auditor, he shall be free from interference by outside parties.

#### 4.4 Risk Oversight Committee.

The Risk Oversight Committee shall be composed of at least three (3) members, majority of whom must be independent directors. The Chairman of the Risk Oversight Committee must be an independent director. The committee shall have the following duties and responsibilities:

- (a) Promote an open discussion and awareness on the risks faced by the Company and its subsidiaries which may have a potential impact on the **Company's operations**
- (b) **Review the Company's risk management function** to ensure that senior management has the proper position, staff and resources to manage such risks.
- (c) **Oversee and work with the Company's Chief Risk Officer, the Company's General Counsel, Chief Compliance Officer and external legal counsel and regulatory consultants, as needed, to recommend a risk profile of the Company, considering the Company's risk capacity, risk appetite, risk limits, current risk profile, risk exceptions and remediation protocols.**
- (d) **Review with senior management, the Company's Enterprise Risk Management (ERM) charter, policies and procedures for assessing and managing potential key risk exposures.**
- (e) **Review disclosures regarding risks contained in the Company's Annual Report and other publicly-issued statements**
- (f) Work with the Audit Committee in **including in the Company's Annual Report a certification as to the adequacy of the Company's internal controls and risk management system.**
- (g) Oversee the risk management function, including reviewing with management the guidelines and policies that govern the process by which risk assessment and risk management is undertaken.
- (h) Perform other activities as may be required or necessary pursuant to the ERM charter upon the request of the Board.

## **5. THE CORPORATE SECRETARY**

The Corporate Secretary, who should be a Filipino citizen and a resident of the Philippines, is an officer of the corporation. He should —

- (i) Be responsible for the safekeeping and preservation of the integrity of the minutes of the meetings of the Board and its committees, as well as the other official records of the corporation;
- (ii) Be loyal to the mission, vision and objectives of the corporation;
- (iii) Work fairly and objectively with the Board, Management, stockholders and other stakeholders;
- (iv) Have appropriate administrative and interpersonal skills;
- (v) If he is not at the same time the corporation's legal counsel, be aware of the laws, rules and regulations necessary in the performance of his duties and responsibilities;
- (vi) Have a working knowledge of the operations of the corporation;
- (ii) Inform the members of the Board, in accordance with the by-laws, of the agenda of their meetings and ensure that the members have before them accurate information that will enable them to arrive at intelligent decisions on matters that require their approval;
- (iii) Attend all Board meetings, except when justifiable causes, such as, illness, death in the immediate family and serious accidents, prevent him from doing so;
- (iv) Ensure that all Board procedures, rules and regulations are strictly followed by the members; and
- (v) If he is also the Compliance Officer; perform all the duties and responsibilities of the said officer as provided for in this Code.
- (vi) Issue certification every January 30<sup>th</sup> of the year on the attendance of directors in meetings of the board of directors, countersigned by the Chairman of the Board, in accordance with SEC Memorandum Circular No. 3, series of 2007.

## **6. COMPLIANCE OFFICER**

The Board shall appoint a Compliance Officer who shall report directly to the Chairman of the Board. He shall hold the position of a Vice President or its equivalent. He shall have direct reporting responsibilities to the Chairman.

6.1.1 He shall perform the following duties:

- (i) Monitor compliance by the corporation with this Code and the rules and regulations of regulatory agencies and, if any violations are found, report the matter to the Board and recommend the imposition of appropriate disciplinary

action on the responsible parties and the adoption of measures to prevent a repetition of the violation;

- (ii) Identify and monitor compliance with the rules and regulations of regulatory agencies, and take appropriate corrective measures to address all regulatory issues and concerns;
- (iii) Appear before the Commission when summoned in relation to compliance with this Code;
- (iv) Issue a certification every January 30th of the year on the extent of the corporation's compliance with this Code for the completed year and, if there are any deviations, explain the reason for such deviation; and
- (v) Prepare and submit to the Commission all reports or disclosures required under this Code;

## **7. ADEQUATE AND TIMELY INFORMATION**

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.

## **8. ACCOUNTABILITY AND AUDIT**

A. The Board is primarily accountable to the stockholders. It should provide a **balanced and comprehensible assessment of the Corporation's performance, position and prospects** on a quarterly basis, including interim and other report that could adversely affect its business, as well as reports to regulators that are required by law.

Thus, it is essential that Management provide all members of the Board with accurate and timely information that would enable the Board to comply with its responsibilities to the stockholders.

Management should formulate, under the supervision of the Audit Committee, the rules and procedures on financial reporting and internal control in accordance with the following guidelines:

- (i) The extent of its responsibility in the preparation of the financial statements of the corporation, with the corresponding delineation of the responsibilities that pertain to the external auditor, should be clearly explained;

- (ii) An effective system of internal control that will ensure the integrity of the financial reports and protection of the assets of the corporation for the benefit of all stockholders and other stakeholders;
- (iii) On the basis of the approved audit plans, internal audit examinations should cover, at the minimum, the evaluation of the adequacy and effectiveness of controls that cover the corporation's governance, operations and information systems, including the reliability and integrity of financial and operational information, effectiveness and efficiency of operations, protection of assets, and compliance with contracts, laws, rules and regulations;
- (iv) The corporation should consistently comply with the financial reporting requirements of the SEC and the IC;
- (v) The external auditor should be rotated or changed every five (5) years or earlier, or the signing partner of the external auditing firm assigned to the corporation, should be changed with the same frequency. The Internal Auditor should submit to the Audit Committee and Management an annual report on the internal audit department's activities, responsibilities and performance relative to the audit plans and strategies as approved by the Audit Committee. The annual report should include significant risk exposures, control issues and such other matters as may be needed or requested by the Board and Management. The Internal Auditor should certify that he conducts his activities in accordance with the International Standards on the Professional Practice of Internal Auditing. If he does not, he shall disclose to the Board and Management the reasons why he has not fully complied with the said standards.

B. The Board, after consultations with the Audit Committee, shall recommend to the stockholders an external auditor duly accredited by the SEC and the IC who shall undertake an independent audit of the corporation, and shall provide an objective assurance on the manner by which the financial statements shall be prepared and presented to the stockholders. The external auditor shall not, at the same time, provide internal audit services to the corporation. Non-audit work may be given to the external auditor, provided it does not conflict with his duties as an independent auditor, or does not pose a threat to his independence.

If the external auditor resigns, is dismissed or ceases to perform his services, the reason/s for and the date of effectivity of such action shall be reported in the corporation's annual and current reports. The report shall include a discussion of any disagreement between him and the corporation on accounting principles or practices, financial disclosures or audit procedures which the former auditor and the corporation failed to resolve satisfactorily. A preliminary copy of the said report shall be given by the corporation to the external auditor before its submission.

If the external auditor believes that any statement made in an annual report, information statement or any report filed with the SEC or any regulatory body during the period of his engagement is incorrect or incomplete, he shall give his comments or views on the matter in the said reports.

### **C. External Auditor**

- i. An external auditor shall enable an environment of good corporate governance as reflected in the financial records and reports of the Corporation. An External Auditor shall be selected and appointed by the stockholders upon recommendation of the Audit Committee.
- ii. The reason/s for the resignation, dismissal or cessation from service and the date thereof of an External Auditor shall be reported in the **Corporation's annual and current reports. Said report shall include a discussion** of any disagreement with said former external auditor on any matter of accounting principles or practices, financial statement disclosure or auditing scope or procedure.
- iii. The External Auditor of the company shall not at the same time provide the services of an Internal Auditor. The Corporation shall ensure that other non-audit work shall not be in conflict with the functions of the External Auditor.
- iv. The External Auditor shall be rotated or the handling partner shall be changed every five (5) years or earlier.
- v. If an external auditor believes that the statements made in the **Corporation's annual reports, information statement** or proxy statement filed during engagement is incorrect or incomplete, he shall qualify his views in said reports.

Under the supervision of the Audit Committee, the Internal Auditor should formulate the rules and procedures on financial reporting and internal control.

### **D. Internal Auditor**

- i. The Corporation shall have in place an independent Internal Audit function which shall be performed by an Internal Auditor or a group of Internal Auditors, through which its Board, senior management, and stockholders shall be provided with reasonable assurance that its key organizational and procedural controls remain effective and appropriate, and are complied with.
- ii. The Internal Auditor shall report to the Audit Committee.
- iii. The minimum internal control mechanisms for management's operational responsibility shall center on the CEO, being ultimately accountable for the Corporation's organizational and procedural controls.
- iv. The scope and particulars of a system of effective organizational and procedural controls shall be based on the following factors: the nature and complexity of business and the business culture; the volume, size and complexity of transactions; the degree of risk; the degree of centralization and delegation of authority; the extent and effectiveness of information technology; and the extent of regulatory compliance.

## **9. COMMUNICATION PROCESS**

9.1 This manual shall be available for inspection by any stockholder of the Corporation at reasonable hours on business days.

9.2 All Directors and management are tasked to ensure the thorough dissemination of this Manual to all employees and related third parties, and to likewise enjoy compliance in the process.

9.3 An adequate number of printed copies of this Manual must be reproduced with a minimum of at least one (1) hard copy of the Manual per department.

## **10. TRAINING PROCESS**

10.1 If necessary, funds shall be allocated by the Treasurer or its equivalent officer for the purpose of conducting an orientation program or workshop to operationalize this Manual.

10.2 A Director shall, before assuming as such, be required to attend a seminar on Corporate Governance, which shall be conducted, by a duly recognized private or government institute.

10.3 For continuing education, the Compliance Officer may attend from time to time seminars or workshops or be a member of an association dedicated to such.

## **11. REPORTORIAL OR DISCLOSURE SYSTEM OF COMPANY'S CORPORATE GOVERNANCE POLICIES**

11.1 The Board shall commit at all times to fully disclose material information dealings.

It shall cause the filing of all required information for the interest of the stakeholders.

11.2 The reports or disclosures required under this Manual shall be prepared and submitted to the SEC by and through the Compliance Officer.

11.3 All material information, i.e., anything that could potentially affect share price, shall be publicly disclosed. Such information shall include earnings results, acquisition or disposal of assets, Board changes, related party transactions, shareholdings of directors and changes to ownership.

11.4 Other information that shall always be disclosed includes remuneration (including stock options) of all directors and senior management, corporate strategy, and off balance sheet transactions.

11.5 The Corporation is prohibited in communicating material non-public information to any person, unless is ready to simultaneously disclose the material non-public information to the Exchange. This rule does not apply if the disclosure is made to:

11.5.1 A person who is bound by duty to maintain trust and confidence to the Corporation such as but not limited to its auditors, legal counsels, investment bankers, financial advisers; and

11.5.2 A person who agrees in writing to maintain in strict confidence the disclosed material information and will not take advantage of it for his/her personal gain.

11.6 In order to fully comply and enforce Section 4.2 of the Revised Disclosure Rules, the following internal controls shall be implemented:

11.6.1 The Board shall adopt a resolution to effect and comply with said Section.

11.6.2 **The said Section shall be circulated to the Corporation's and its subsidiaries' executive officers, managers, and staff.**

11.6.3 An information sheet on material contracts, undertakings, or dealings shall be made and submitted to the office of the Compliance Officer.

11.6.4 The Compliance Officer shall evaluate or as the case maybe, consult the Chairman on the degree of materiality of information to be disclosed, and

11.6.5 In matter of evaluating, the Compliance Officer shall always consider that any material information not detrimental to the course of business of the Corporation shall be disclosed to PSE

11.7 All disclosed information shall be released via the approved PSE procedure for company announcements as well as through the annual report.

## **12 STOCKHOLDERS' RIGHTS AND PROTECTION OF MINORITY STOCKHOLDERS' INTEREST**

**A.** The Board shall respect the rights of the stockholders as provided for in the Corporation Code.

### **12.1 Right to vote on all matters that require their consent or approval**

At each meeting of the stockholders, every stockholder shall be entitled to vote in person or by proxy, for each share of stock held by him which has voting power upon the matter in question. They shall be informed of the rules, including the voting **procedures that govern general shareholders' meeting**. Shareholders shall be furnished with sufficient and timely information concerning the date, location and agenda of general meetings, as well as full and timely information regarding the issues to be decided at the meeting. Owners of shares of common stock of the Company shall have the right to elect, remove and replace Directors and vote on certain corporate acts in accordance with the Corporation Code, the Articles of Incorporation and the By-Laws.

### **12.2 Right to participate in decisions concerning fundamental corporate changes**

The Company encourages all stockholders to attend the annual stockholders' meeting and actively participate in the major and fundamental changes in the Company, such as but not limited to: (a) any amendment of the Articles of Incorporation and By-laws, (b) any change in the authorized capital of the Company, and (c) the transfer of all or substantially all of the corporate assets as provided in the Corporation Code.

The Company strictly observes the early distribution of the meeting agenda with rationale for each item, definitive information statement, proxy forms, financial reports and other pertinent information to the stockholders of record. This information is filed with the Securities and Exchange Commission and the Philippine Stock Exchange. **Electronic copies are timely posted in the Company's website as well.**

### **12.3 Right to inspect corporate books and records**

The records of all business transactions of the corporation and the minutes of any meeting shall be open to inspection by the stockholders at reasonable hours on business days and the stockholders may demand, in writing, for a copy of excerpts from said records or minutes, at their expense; provided that such request may be refused by the Board if the stockholder demanding to examine the records has improperly used any information secured through any prior examination of the records of the Company or was not acting in good faith or for a legitimate purpose in making his demand. Stockholders have also the right to receive copies of the most recent financial statements within ten (10) calendar days from receipt of a written request from the Company.

### **12.4 Right to information**

The stockholders shall be provided upon request, periodic reports filed by the Company with the Securities and Exchange Commission (SEC) and the Philippine Stock Exchange (PSE), which are likewise posted and made available in the Company's website. These reports include but are not limited to: personal and business information on directors and key officers, shareholdings of directors and officers, aggregate remuneration amount of directors, material transactions of the Company, and major decisions that need stockholders approval.

The minority shareholders shall be granted the right to propose the holding of a meeting, and the right to propose items in the agenda of the meeting within sixty (60) calendar days prior to the filing of the preliminary information statement, provided the items are for legitimate business purposes

The minority shareholders shall have access to any and all information relating to matters for which the management is accountable for and to those relating to matters for which the management shall include such information and, if not included, then the minority shareholders shall be allowed to propose to include such matters in the agenda of stockholders' meeting, being within the definition of "legitimate purposes".

### **12.5 Right to dividends**

Stockholders have the right to receive dividends declared by the Board of Directors out of the unrestricted retained earnings which shall be payable in cash, in property or in stocks, on the basis of outstanding stocks held by them, provided that in case of stock dividends, the same shall likewise be approved and ratified by the shareholders representing at least 2/3 of the outstanding capital stock. The Company shall be compelled to declare dividends when its retained earnings are in excess of one hundred percent (100%) of its paid-in capital stock, except: (i) when justified by definite corporate expansion projects or programs approved by the board of directors; (ii) when the board of directors are prohibited under any loan agreement with any financial institution or creditor, whether local or foreign, from declaring dividends without its/his consent, and such consent has not yet been secured; or (iii) when it can be clearly shown that such retention is necessary under special circumstances obtaining in the corporation, such as when there is a need for special reserve for probable contingencies.

## **12.6 Appraisal right**

This is subject to the provisions of Section 82 under the Corporation Code of the Philippines.

- 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 by-laws, 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.

## **13. DISCLOSURE AND TRANSPARENCY**

The essence of corporate governance is transparency. The more transparent the internal workings of the corporation are, the more difficult it will be for Management and dominant stockholders to mismanage the corporation or misappropriate its assets.

It is therefore essential that all material information about the corporation which could adversely affect its viability or the interest of its stockholders and other stakeholders should be publicly and timely disclosed. Such information should include, among others earnings results, acquisition or disposition of assets, off balance sheet transactions, related party transactions, and direct and indirect remuneration of members of the Board and Management.

The Board shall therefore commit at all times to full disclosure of material information dealings. It shall cause the filing of all required information through the appropriate Exchange mechanisms for listed companies and submissions to the Commission for the interest of its stockholders and other stakeholders.

## **14. COMMITMENT TO GOOD CORPORATE GOVERNANCE**

**As part of the Corporation's commitment to corporate governance, it shall establish and implement its corporate governance rules in accordance with the**

**SEC's Revised Code of Corporate Governance (the "Code").** The rules shall be embodied in this Manual that can be used as reference by the members of the Board and the Management of the corporation. This Manual shall be submitted to the Commission within 180 business days from the date of effectivity of the **Code to enable the Commission to determine the Corporation's compliance with** the Code, taking into consideration the nature, size and scope of business of the Corporation. Corporations that have earlier submitted a Manual may at its option, continue to use the same, as long as it complies with the provisions of the Code.

This manual shall be available for inspection by any stockholder of the Corporation at reasonable hours on business days.

## **15. MONITORING AND ASSESSMENT**

- Each Committee shall report regularly to the Board.
- The Compliance Officer shall establish an evaluation system to determine and measure compliance with this Manual. Any violation thereof shall subject the responsible Director, officer or employee to the penalty provided under Part 8 of this Manual.
- The establishment of such evaluation system, including the features thereof, shall be disclosed in the company's annual report (SEC Form 17-A) or in such form of report that is applicable to the Corporation. The adoption of such performance evaluation system must be covered by a Board approval.
- This Manual shall be subject to quarterly review unless the Board amends the same frequency.
- All business processes and practices being performed within any department or business unit of Corporation that are not consistent with any portion of this Manual shall be revoked unless upgraded to the compliant extent.

## **16. PENALTIES FOR NON-COMPLIANCE WITH THE MANUAL**

- To strictly observe and implement the provisions of this Manual, the following penalties shall be imposed, after notice and hearing, on the company's directors, officers, staff, subsidiaries and affiliates and their respective directors, officers and staff in case of violation of any of the provision of this Manual:
- In case of **first violation**, the subject person shall be reprimanded.
- Suspension from office shall be imposed in case of **second violation**. The duration of the suspension shall depend on the gravity of the violation.
- For **third violation**, the maximum penalty of removal from office shall be imposed.
- The commission of a third violation of this Manual by any member of the Board of the company or its subsidiaries and affiliates shall be a sufficient cause for removal from directorship.

- The Compliance Officer shall be responsible for determining violation/s through notice and hearing and shall recommend to the Chairman the imposable penalty for such violation, for further review and approval of the Board.

March 10, 2016



**HERBERT M. CONSUNJI**

Vice-President & Chief Finance Officer

Chief Compliance Officer



**ISIDRO A. CONSUNJI**

Chairman and CEO



## **Code of Business Conduct and Ethics**

*(Amended March 2016)*

### **Introduction**

DMCI Holdings, Inc. (the “Company”) is committed to doing business in accordance with the highest professional standards, business conduct and ethics and all applicable laws, rules, and regulations in the Philippines. The Company, its directors, officers, and employees are dedicated to promote and adhere to the principles of good corporate governance by observing and maintaining its core business principles of accountability, integrity, fairness, and transparency.

This Code of Business Conduct and Ethics (the “Code”) sets forth the Company’s business principles and values which shall guide and govern all business relationships of the Company, its directors, officers and employees in carrying out their duties and responsibilities effectively.

### **Principles and Values**

**Accountability** – The Company shall take full responsibility for all its business decisions, actions/inactions, and conduct, and shall perform its duties and functions with utmost responsibility, integrity, honesty, loyalty and efficiency. The Company’s principal objective is to enhance economic value to all its stakeholders - employees, customers, shareholders and business partners – by making the most efficient use of resources and meeting its environment, community, and social obligations.

**Transparency and Disclosure** - To ensure transparency, the Company’s annual reports should disclose true and fair accounting information prepared in accordance with applicable standards; consider substance over form in the presentation of accounts; disclose and discuss all material risks; disclose and explain the rationale

for all material estimates; show manner of compliance, or explain deviations, if any, with applicable corporate governance codes; discuss goals, plans, and progress; and provide access to the register of shareholders showing beneficial ownership. In addition to annual disclosures, the Company shall comply with all applicable disclosure requirements. Disclosures should be timely and adequate to enable investors, third party analysts, or rating agencies to assess the quality of corporate governance and the true financial condition of the Company.

## **STANDARDS OF BUSINESS CONDUCT**

**Observance of Law** – Directors, Executive Officers and Employees must carry out their duties with professionalism and in accordance with ethical standards. They must conduct business in accordance with the law, the charter of the Company, and a high standard of commercial morality. They shall at all times act with loyalty to the Company, ensuring that its goals, strategies, policies and practices are moral, proper, and legal. They must be prepared to dissociate themselves from the Company in the event that despite their efforts, ethical and legal standards are being seriously compromised. They should refer to the Company’s statements of best practice as part of their decision-making process.

**Conflict of Interest** – Directors, Executive Officers and Employees owe a fiduciary duty to the Company that requires them to act in the best interest of the Company. Actual and potential conflicts of interest should be avoided or otherwise identified, disclosed, and explained in sufficient detail to enable valid judgments to be made on their adverse impact. The persons who are conflicted should not participate in the discussion and decision on the issue in question, nor be entitled to vote on any resolution where they are conflicted. Related party contracts should be disclosed in the annual report.

**Compliance** - All Directors, Executive Officers and Employees should strive to identify and raise potential issues before they become problems and should ask about the application of this Code whenever in doubt. Any Director, Executive Officer or Employee who becomes aware of any existing or potential violation of this Code shall promptly notify the Company's Compliance Officer. The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention. The Company will not tolerate retaliation for reports of violations of this Code made in good faith.

**Fair Dealings** - The Company does not seek competitive advantages through illegal or unethical business practices. Each Director, Executive Officer and Employee should endeavor to deal fairly with the Company's customers, service providers, suppliers, and competitors. No Director, Executive Officer or Employee should take unfair advantage of anyone through manipulation, concealment, abuse of privilege information, misrepresentation of material facts, or any unfair dealing practices.

**Intellectual Property Rights** - The Company's corporate identity and intellectual property are among its valuable assets and are essential to maintaining its competitive advantage. Each Director, Executive Officer and Employee must comply, to the extent permitted by law, with the exclusivity of the methods, processes, systems, business strategies that they develop while performing their responsibilities in the Company. Publications, documentations, information or resources available in connection with the Company, whether or not patentable or protectable by copyright, trade mark or trade secret, are owned by the Company. Employees are responsible to protect the Company's intellectual property and must report to the Legal Counsel any unauthorized use of the Company's trademarks, copyrights, patents and trade secrets.

**Confidentiality** - Directors, Executive Officers, and Employees must observe the confidentiality of non-public information and not disclose it to any other person without the authority of the Board. A Director, Executive Officer or Employee who

has a special allegiance to a particular shareholder may not disclose confidential information to that particular shareholder without the authority of the Board.

**Corporate Opportunities** - Each Director, Executive Officer and Employee owes a duty to advance the Company's legitimate interests when the opportunity to do so arises. He may not: (a) receive or seek to receive a benefit from opportunities that are discovered through his involvement with the Company (including, without limitation, his use of the Company's property, information, or his position); or (b) compete with the Company, directly or indirectly, for business opportunities in the areas (or lines) of business in which the Company is engaged or in new areas (or lines) of business in which the Company has disclosed its intent or plans to engage.

***Monitoring of Compliance with the Code - All Directors, Officers and employees are required at the end of each year to fill out and sign a compliance checklist of the Code and all Company Policies and submit it to the Chief Compliance Officer. The Chief Compliance Officer issues a certificate of compliance with the Code and Company Policies.***

***The Company has established a designated helpdesk hotline to answer queries of directors, officers and employees on the application of the Code.***

***Compliance Helpdesk Hotline:***

***Chief Compliance Officer***

***Tel (632) 888 3000***

***Fax (632) 816 7362***

***The Internal Audit team is tasked to evaluate the systems established to ensure compliance with the Code and governance processes.***

***Any violation of the code and policies by directors, officers and employees can also be reported under the Company's Whistleblower Policy Reporting Channel.***



## **COMMUNITY INTERACTION POLICY**

*(Amended March 2016)*

We consider our host community as our growth partner, and contribute to its social development agenda by paying appropriate taxes and complying with relevant laws, regulations, resolutions and ordinances.

Through our subsidiaries, we also empower the local communities where they operate by providing employment, livelihood opportunities and basic services that will help improve their quality of life.

### ***Our Community Principles***

***This Policy affirms the Company's commitment to the range of communities with whom it interacts, guided by the following principles.***

- 1. Compliance with all laws and regulations***
- 2. Transparency***
- 3. Sustainability***
- 4. Respect for human rights***
- 5. Diversity***
- 6. Contribution to economic development***

### ***Our Community Approach***

***Our approach to our stakeholders is guided by the following:***

- Building positive community relations by being an active player in the society***
- Identifying opportunities for partnership with the communities to create shared values***

- *Investing in community developments that will benefit the community and be sustainable in the long-term*
- *Valuing the diversity of the stakeholders, respecting their culture and aspirations as we strive for long-term outcomes.*
- *Sharing the economic benefits with local communities by maximizing opportunities for local procurement and local employment.*
- *Encouraging community led initiatives in the areas of economic and social development, environmental protection, and community involvement in decision making.*

#### ***Our Focus AREAS:***

*We focus our social contributions on five key areas, which we believe are crucial to creating long-term value for our stakeholders - Infrastructure, Education and Training, Welfare and Livelihood, Environmental Stewardship and Emergency Preparedness and Disaster Relief.*

#### ***Monitoring and Evaluation***

*The community interaction related projects implemented by the DMCI Group are monitored through regular reports by its respective project heads. A Project Monitoring System must be established to record, on a regular basis, useful information for keeping track of the activities and progress being made towards set objectives. This system will consist of (1) purpose of monitoring, (2) what to monitor, (3) how it will be monitored, (4) when the monitoring will occur, and (5) who will be responsible for the monitoring.*

*The evaluation of the community interaction related project will assess the impact of the activities and the extent to which the main objectives have been achieved. The evaluation of its impact makes sure that the objectives of the project are appropriate and are relevant to the community. The success of the community interaction related*

*projects are determined if the goals and objectives are met, the target communities are attained, has long-term positive results, and projects are sustained.*



## ENVIRONMENTALLY FRIENDLY VALUE-CHAIN

*(Amended March 2016)*

Sustainability is embedded in the way we conduct our business. In generating positive social and economic value for our stakeholders, we make sure that our procedures and practices are environmental-friendly.

We also reduce our environmental footprint through energy conservation, responsible water use, recycling, among others.

***Our engagement in support to environmentally friendly value chain is done through:***

- ***Environment preservation and rehabilitation such as:***
  - ***reforestation and afforestation in the areas where our mining businesses operate***
  - ***tree-planting programs in the areas of our relevant stakeholders***
  - ***marine rehabilitation***
  - ***protecting the watershed and coastal areas***
  - ***participating in government's greening programs***
  - ***educating stakeholders in environmental responsibilities and sustainability developments***
- ***Energy and water conservation***
- ***Recycling***
- ***Health, safety and sanitation programs***
- ***Compliance with applicable environmental laws and regulations***
- ***Promote environmental awareness***
- ***Partnerships with non-government organizations in implementing the environmental protection and sustainable development programs***



## **RELATED PARTY TRANSACTIONS POLICY**

*(Amended March 2016)*

### **1. Objective**

DMCI Holdings, Inc. (the “Parent Company”) and its subsidiaries, whether owned directly or indirectly, being part of an economic controlling group, inevitably conduct some of its business activities with Related Parties in the Group. This Policy sets out the guidelines, categories and thresholds requiring review, approval and ratification by the Board of Directors or Shareholders, and disclosure requirements for Related Party Transactions (RPTs).

### **2. Policy**

The Policy requires that any transactions with related parties are made on terms equivalent to those that prevail in an arm’s length transactions.

The Audit Committee as per its Board-approved Charter shall be responsible to oversee and review the propriety of RPTs and their required reporting disclosures. In its review, it shall take into account, among other factors it deems appropriate, whether the Related Party Transaction is entered into on terms no less favorable to the concerned company than terms generally available to an unaffiliated third-party under the same or similar circumstances; and the extent of the Related Parties’ interest in the transaction.

### **3. Definitions**

#### **3.1 Related Parties**

This Policy refers to the expanded definition of Philippine Accounting Standards (PAS) 24 on Related Parties. The Standard emphasizes the substance of the relationship and not merely the legal form. The term Related Parties shall include:

- a. Parties that are members of the same group, i.e. each parent, subsidiary and fellow subsidiary is related to the others;

b. All Directors, Officers, Managers and Key Management Personnel having authority and responsibility for planning, directing and controlling the activities of the Company or *its Subsidiary or its Parent, directly or indirectly*; including companies they have control or joint control or significant influence in;

- Control - the power to govern the financial and operating policies of the Company or *its Subsidiary*.
- Significant influence - the power to participate in the financial and operating policy decisions of the Company or *its Subsidiary*, but is not control over those policies. This may be gained by share ownership, statute or agreement.

c. Close family members of an individual referred to in (b) above, who may be expected to influence, or be influenced by, that individual in their dealings with the Company or *its Subsidiary*;

- Close family member - the individual's spouse or domestic partner and children (whether legitimate or illegitimate), stepchildren, and dependents of the individual or that individual's spouse or domestic partner.

d. Party is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member); Party is a joint venture or associate of a third entity; and

e. Post-employment benefit plan, and sponsoring employers of such a plan, of either the Company or an entity that is a related party of the Company.

**3.2 Related Party Transaction** is a transfer of resources, services or obligations between the Company & its Subsidiaries, and a related party, regardless of whether a price is charged.

Examples of RPTs are:

- Guarantees or commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (i.e. neither party has performed any obligation or both parties have partially performed their obligations to an equal extent)
  - Sale or purchase of goods
  - Sale, purchase or lease of property and/or assets
  - Provision or receipt of services or leases
  - Assumption of financial/operating obligations
  - Subscription for debt or equity issuances
  - Establishment of joint venture entities

- Settlement of liabilities on behalf of the Company or its Subsidiary or by the Company or its Subsidiary on behalf of a related party
- Compensation, benefits (monetary and non-monetary), postemployment benefits, termination benefits and share-based payment of current employees

#### **4. Identification, Review and Approval of Related Party Transactions**

4.1 Generally, Management promptly reports to the Board of Directors (Board) on the terms, business purpose, benefits and other details of each new, existing or proposed RPT for review and approval. The Board shall approve any RPT before its commencement. However, if the same is not identified beforehand, it must be subsequently reviewed and ratified by the Board.

4.2.a The Audit Committee shall assist the Board in its review of RPT. The Board shall consider whether the terms of the RPT are on arms' length and fair to the Company and such factors as the following:

- Materiality
- The purpose and timing of the transactions
- Extent of the Related Party's interest in the RPT; and
- Conflict of interest, actual or apparent, of the Related Party participating in the transaction.
- Any other relevant information regarding the transaction

4.2.b Before the Audit Committee undertakes the review, all independent directors review and recommend to the Audit Committee the merits of any material RPTs with respect to the Company's best interest.

4.3 The Audit Committee may establish guidelines to manage and monitor conflicts of interest of Management, Board Directors and shareholders, including misuse of corporate assets and abuse in RPTs.

4.4 A Director, officer or key management personnel shall promptly notify the Audit Committee or the Company's Officer of the Compliance Officer of any interest he or his immediate family member had, has or may have in a RPT. He shall disclose all material information concerning the RPT.

4.5 The Company prohibits the grant of personal loans, advances, guarantees and securities, in any manner, to its Directors, including their spouses and other dependents.

#### **5. Pre-Approved RPTs**

5.1 The following shall be deemed to be pre-approved by the Board in accordance with the Company's Table of Authorities:

- a. Compensation and employment of executive officers and directors approved by the Compensation & Remuneration Committee;
- b. Transactions with similar terms available to all employees generally;
- c. Charitable contributions by the Company where the Related Party is an employee or director, if the aggregate amount involved does not exceed P5M;
- d. Banking-related services and transactions with a Related Party, if the terms are generally the same as or similar to offers of other banks in the ordinary course of business;
- e. Share transactions such as dividends, repurchase, rights offerings, available to all shareholders on a pro-rata ownership basis.
- f. Any transaction with a Related Party involving the rendering of services as a common or contract carrier, or public utility, at rates or charges fixed in conformity with law or governmental authority.

## 6. Threshold

The Parent Company and its subsidiaries, whether owned directly or indirectly, shall set thresholds and categories for Disclosure and Approval of RPTs. The amount of each RPT shall be considered for purposes of applying these thresholds.

### 6.1 Related Party Transaction

- Less than three percent (3%) of Total Assets ***of the latest Audited Financial Statements*** of Parent or Subsidiary requires approval of the concerned entity's CEO or President;
- Three percent (3%) ***and above*** of Total Assets ***of the latest Audited Financial Statements*** of Parent or Subsidiary requires approval of concerned entity's Board of Directors.
- Twenty percent (20%) ***and above*** of Total Assets ***of the latest Audited Financial Statements*** of Parent or Subsidiary requires approval of concerned entity's Shareholders.

### 6.2 Disclosure

- Ten percent (10%) and above of Total Assets ***of the latest Audited Financial Statements*** of Parent (*SEC's prescribed threshold level for materiality in financial statements reporting or disclosure*)

### 6.3 Exception:

- Sale or purchase of goods and services in the ordinary course of business amongst Parent Company and its Subsidiaries at arm's length terms. To ensure fairness and transparency, this exception is still subject to compliance with applicable SEC disclosure requirements and the Transfer Pricing guidelines issued by BIR (RR 02-2013).

- Transactions of Parent Company and its Subsidiaries involving the exercise of corporate powers such as investments, subscriptions, equity restructuring, dividend declarations, and corporate guarantees to subsidiaries.

## **7. Disclosure**

7.1 RPTs that are required to be disclosed and reported in the Company's filings with the Securities and Exchange Commission (SEC) shall be disclosed in accordance with laws, rules, regulations, Philippine Financial Reporting & Accounting Standards. The Company shall comply with PAS 24's required disclosures of relationships between the Company & its Subsidiaries irrespective of whether there have been transactions between them, transactions and outstanding balances, *including commitments*, in the consolidated and separate individual financial statements. It shall disclose the name of its parent, the ultimate controlling party and/or the most senior parent (defined as the first parent above the immediate parent) that produces consolidated financial statements available for public use.

7.2 All RPTs shall be disclosed to the Audit Committee and any material RPT shall be disclosed to the Board.

## **8. Review**

8.1 The Related Party Policy may be amended at any time and is subject to further guidance from the SEC and/or actions taken by the Parent Company's Board of Directors or Shareholders.



## **SUPPLIER AND CONTRACTOR POLICY**

*(Amended March 2016)*

*The Company values its relationship with its suppliers and contractors. It has established a supplier/contractor evaluation and accreditation process to uphold accountability, integrity, fairness and transparency in our business dealings with our suppliers and contractors in the procurement of goods and services.*

*We shall assess and select our suppliers and contractors based on the following standards:*

- *Companies which are duly registered in the Securities and Exchange Commission (SEC), Bureau of Internal Revenue (BIR) and other appropriate regulatory bodies*
- *Compliant with government rules and regulations and other mandated quality system requirements, if applicable*
- *With good track record for business performance*

This Supplier/Contractor Relations Policy outlines the practices that shall guide and govern all business relationships of the Company, its directors, officers and employees, including their decisions and actions when dealing with the suppliers and contractors of the Company.

### I. On Supplier/Contractor Selection

The Company, its directors, officers and employees shall:

- seek and maintain mutually beneficial relationships with suppliers and contractors that uphold the principles of fairness, accountability, integrity and transparency.

- give qualified suppliers and contractors adequate, fair, and equal opportunity to bid on goods and services for the Company's projects or requirements.
- select suppliers and contractors based on organizational needs, quality requirements, cost, track record and ability to deliver according to set deadlines.
- as a general rule, choose suppliers and contractors on the basis of Competitive Bidding. Negotiated contracts may be applied, provided that it is in the best interest of the Company to enter into such a strategic engagement.
- avoid adopting and/or requiring specifications of products and services that either favors a particular supplier or contractor, or limits competitive sourcing.
- seek the best value for money from the suppliers and contractors, and avoid compromising the quality standards of the Company.

## II. On Supplier/Contractor Treatment

The Company, its directors, officers and employees shall:

- hold in confidence all dealings with bidders and suppliers.
- ensure that suppliers abide by the policies, practices and standards of the Company.
- facilitate payment disbursements committed to suppliers and contractors in a prompt manner and in accordance with the applicable contract provision.
- promote and observe ethical conduct in their relationships, actions, and communications with suppliers and contractors at all times. Actions, speech or behavior that in any way diminishes open, honest and fair treatment of suppliers shall be avoided.
- not solicit, accept or attempt to accept any bribe in exchange for being awarded a contract.
- declare their personal relationships and/or previous business and official dealings and relationships with any of the owners, officers, and representatives of the supplier or contractor they are dealing with when dealing or transacting directly or indirectly, with such parties.

- be vigilant against any irregular, illegal, or unethical conduct of suppliers, contractors and/or fellow directors, officers and employees. The Company encourages everyone to report any such violations based on the existing Whistleblowing Policy.