

(a) Shareholding in the Company

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

Name of Director	Number of Direct Shares	Number of Indirect Shares/through (name of record owner)	% of Capital Stock
Eusebio H. Tanco	1,157,913,875	284,100,000 through PCD (Venture Securities, Inc.)	14.56%
Monico V. Jacob	1	33,784,056 through PCD (Venture Securities, Inc.)	.34%
Teodoro L. Locsin	1,000	N/A	-
Ma. Vanessa Rose L. Tanco	1	N/A	-
Joseph Augustin L. Tanco	1	2,000,000 through PCD (Venture Securities, Inc.)	.02%
Martin K. Tanco		43,619,000 through PCD (Venture Securities, Inc. and Tower Securities, Inc.)	.44%
Rainerio M. Borja		1,000,000 through PCD (Venture Securities, Inc.)	.01%
Paolo Martin O. Bautista		3,250,000 through PCD (Venture Securities, Inc.)	.03%
Jesli A. Lapus		6,500,000 through PCD (Venture Securities, Inc.)	.07%
Ernest Lawrence L. Cu		14,406,000 through PCD (Venture Securities, Inc.)	.14%
Johnip G. Cua		1,000 through PCD (Venture Securities, Inc.)	-

Updated based on SEC Form 23-B filed with the SEC on 27 February 2015 for Mr. T. L. Locsin. Mr. R. M. Borja – SEC Form 23-B filed with the SEC on 11 August 2015.

2) Chairman

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

Yes No

Identify the Chair and CEO

Chairman of the Board	Eusebio H. Tanco
CEO/President	Monico V. Jacob

(b) Roles, Accountabilities and Deliverables

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

The roles of Chairman 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 Chairman and CEO upon their election.

	Chairman	Chief Executive Officer
Role	<p>The Chairman shall:</p> <p>(1) preside at all meetings of stockholders and the Board of Directors;</p> <p>(2) He shall ensure that the meetings of the Board are held in accordance with the By-Laws;</p> <p>(3) supervise the preparation of the agenda of the meetings in coordination the Corporate Secretary,</p>	<p>The Chief Executive Officer shall manage the affairs of the Corporation and have general supervision and control of its day-to-day business activities and its officers and employees. He shall see to it that all orders and resolutions of the Board of Directors are carried into effect. He shall also initiate and develop corporate objectives and policies and formulate long range projects, plans and programs for the approval of the Board of Directors. He shall oversee the preparation of budgets and statements of accounts,</p>