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#### Dear Stakeholders,

It is with great pride that I present San Roque Power Corporation's (SRPC) first Sustainability Roadmap, which I believe is also the first such roadmap in the energy industry and the country. It is a formidable achievement in sustainability for SRPC, and I congratulate everyone involved in its development.

Owning and being responsible for the operations and maintenance of the power generating facility of the San Roque Multipurpose Project for 25 years, SRPC believes in the critical role of monitoring and reporting performance as a means to meeting our targets and strengthening transparency and accountability to our stakeholders. We started reporting our business performance in 2006, three years after we started operations in 2003. In 2009, we adopted the Global Reporting Initiative's (GRI) sustainability framework and have continued to use it in an effort to keep enhancing our corporate value in a manner that is responsible and aligned with global best practices.

We produced our first sustainability report in 2011, during which we have been able to develop the SRPC Sustainability Framework with the four core principles of economic distributive impact, environmental stewardship, workforce solidarity, and community empowerment. These four core principles were then used as basis for the roadmapping initiative in November 2013 and were aligned with the results of the gap analysis of the GRI economic, environmental, and social indicators considered material by the company. SRPC management then organized a Technical Working Group (TWG) who underwent workshops to assess the company's economic, environmental, and social performance; better define and align each of the department's goals and objectives to the company's Sustainability Framework and core values; and identify strategic skills, knowledge, and options available to operationalize the consolidated roadmaps of the nine departments.

You have in your hands the result of this six-month undertaking of the TWG. Born out of the nine department roadmaps, this three-year plan has 20 greening goals and will serve as our guide in embedding sustainability throughout our company's value chain. While the roadmap began as an internal document, SRPC management has decided to share this with our external stakeholders because we recognize that their support and participation is important in our achievement of sustainable growth. With the help of our stakeholders, this 2014-2017 roadmap enhances our practices as we learn from the results of our past actions, address the areas to be refined that were identified in our 2011 sustainability report, and focus on strengthening our present sustainability initiatives.

We already have a strong plan in place, and I would like to congratulate the TWG for this landmark initiative. This roadmap reflects our competitiveness and desire to achieve our vision to energize lives. Following this roadmap, we expect to become an even stronger company. This is achievable because Marubeni Corporation and Kansai Electric Power Co. Ltd. are forward-thinking owners and do not look at short-term profit. Instead, we embrace and undertake long-term programs that focus on creating shared value and we fulfill the goals of the roadmap and the objectives of the SRMP. This roadmap is but part of a larger commitment to increase SRMP's project benefits to the people of the Philippines, doing what we can to deliver clean and quality energy to our consumers while remaining a sustainable company. I wish to thank all our employees and stakeholders for helping us realize this.









San Roque Power Corporation (SRPC) launched the sustainability roadmapping project on November 15, 2013, following the completion of Enhancing Corporate Value: 2011 SRPC Sustainability Report in 2012.

The Sustainability Report used the Global Reporting Initiative (GRI) G3 guidelines and was checked by the GRI with a B+ application level. As a GRI requirement for the + rating, the report was reviewed by a panel of external assurers composed of experts in economics, environment, human psychology, and labor. SRPC's reporting initiative, with guidance from this panel of external assurers, effectively highlighted the Company's good practices such as our operational efficiency and identified areas that could be strengthened such as possible financial and reputational risk exposures throughout our value chain.

One of the major goals of SRPC is creating and sharing long-term value. This means measuring our success beyond traditional financial metrics and placing similarly significant weight on other business aspects, including stakeholders who can have an impact on business growth and

sustainability such as community engagement vis-à-vis our social license to operate. The GRI process helped us generate these four interdependent sustainability foci that are critical to our core business: distributive impact (economic), stewardship (environment), family solidarity (workforce), and empowerment (community).

A roadmap is imperative so we can make proactive, integrated, and deliberate strategies and priority initiatives for a solid triple bottom-line performance. It provides the Company with documented and concerted key steps towards a shared vision with clearly defined metrics. It allows us to build a strong culture of sustainability that incorporates the triple bottom line into our governance process, strategic decision-making, and personnel development. The priority of a roadmap is the performance of the individual, the unit, and ultimately, the Company. This means: the efficient production of tangible results and effective measurements for evaluating the Company's progress. For the roadmap to be effectively rolled out, it starts with immediate goals and then proceeds to address longer term ones.

The SRPC roadmap project is a medium-term initiative of the Company. The roadmap project was spearheaded by the Sustainability Council headed by the President and CEO, and facilitated by a Technical Working Group (TWG) composed of Department Managers and headed by the Vice President for Corporate Social Responsibility. It is a three-year project that started in April 2014, and ends in March 2017. As a work in progress, the roadmap will be regularly monitored and reviewed by management and the TWG every three years. This ensures that the roadmap will be updated and that critical developments are addressed immediately so that the greening goals are met.

The TWG established that the goals of the roadmap project were to:

- · Develop a uniform Company-wide understanding of SRPC's direction and align strategies; and
- · Improve processes in each department, allocate resources properly, and measure performance.

It also identified possible reasons that can lead to failure of the roadmap, which would be: lack of management and employee commitment, participation, and support; lack of an incentive mechanism to ensure engagement; poor

implementation of policies; and lack of understanding or appreciation of the goals and significance of the roadmap, including the perception that it would only mean additional workload and expenditures.

The session was followed by learning sessions (formal overview) with experts on the various aspects of a roadmap, such as understanding the value chain, strategy, impacts, value creation, value proposition, key performance indicators (KPIs), among others, all within the framework of sustainability.

Through various workshops within the TWG and within their respective departments, the TWG identified different sustainability department issues, which were tested against an evidence template and a priority template. The evidence template identified whether or not the department issue was an area of interest to the Company (frequency in data-driven test), had financial impacts (impact on business value drivers), and related to the four sustainability values and the core values of the Company. The priority template ranked the department issue according to their importance to the Company and to the external stakeholders. The TWG established a threshold that included in the three-year roadmap only those department issues with a rating of 'extremely high.'

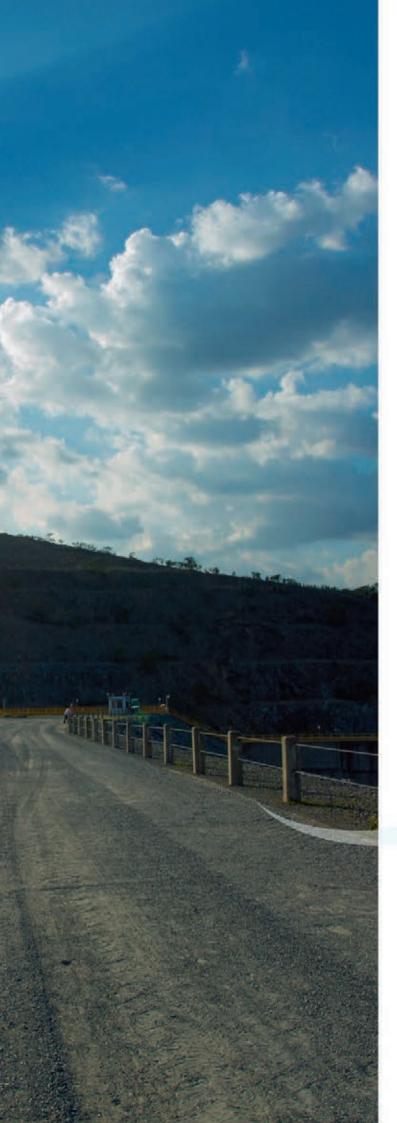


To turn the different department issues into sustainability goals, the TWG began with identifying the value created for and value proposed by the Company when the issue is addressed and turned into an opportunity. When the value that society gives SRPC is bigger than our cost to deliver that value, that's value creation. When the cost to deliver value gets bigger than the value that society assigns us, then we lose value creation. Value creation identifies the benefits for shareholders, while value proposition identifies benefits for the stakeholders. The value creation and value proposition statements were then refined into a sustainability goal or a greening goal.

After an analysis of SRPC's value chain and our operations, a plan of execution for accomplishing each goal was developed by identifying its strategy, action programs, key performance indicators, unit personnel assigned, timetable, and budget. The roadmap has been envisioned to be part of the department's key result areas and performance evaluation metrics to ensure its implementation.

The initial drafts of the department roadmaps were then reviewed by a panel of external reviewers who were identified as experts in economics, environment, corporate social responsibility, and renewable energy.





The independent panel is an organic part of the University of Asia and the Pacific - Center for Social Responsibility (UA&P-CSR) to ensure that the necessary expertise is brought to bear on the project. The drafts were subjected to three workshops conducted at the SRPC office in San Manuel, Pangasinan. A more concise description and illustration of the individual roadmaps, and their places in and contributions to the value chain may be found in section four of this document, on page 25. The illustrated SRPC value chain shows that while an organizational structure is hierarchical and authoritative, the value chain shows synergy of functions and activities by the primary and support departments.

Using the final versions of the department roadmaps, UA&P conducted a workshop on the thematic analysis of goals. The workshop allowed the TWG to cluster the 20 different department goals vis-à-vis above-mentioned sustainability goals of the Company. We then surfaced the themes under each goal and identified both the highest ranking themes and the common themes for the three-year roadmap. These themes (goals) update the existing sustainability framework of SRPC, and details are on page 23.

# profile of SAN ROQUE POWER CORPORATION





San Roque Power Corporation (SRPC) is responsible for the operations and maintenance of the power-generating facility of the San Roque Multipurpose Project (SRMP) for 25 years effective May 1, 2003. Owned by Marubeni Corporation and Kansai Electric Power Company Ltd., with an equal sharing of 50%, SRPC is organized and existing under Philippine laws and registered with the Philippine Securities and Exchange Commission on October 14, 1997. SRPC is a stock corporation incorporated in the Philippines, in accordance with the Corporation Code of the Philippines and the Foreign Investments Act of 1991.

The vision of SRPC is "The Power to Energize Lives." We do so by providing renewable peaking energy and ancillary services to the Luzon Power Grid, supporting the multipurpose objectives of the SRMP by providing year-round irrigation to 21,000 hectares of farmlands in the province of Pangasinan, attenuating the perennial flooding of the Agno River, and protecting the water quality for downstream irrigation by serving as settling basin of typhoon debris and sediments.

SRPC's mission is "to excel in generating electric energy in the safest and most reliable manner, exceed our customers' service expectations, and ensure our long-term productivity and profitability while performing our responsibilities as a good corporate citizen." We are able to fulfill our mission and vision by affirming our strong commitment to:

- The best and most effective management and operating systems;
- · Exemplary health, safety, and environmentally sound practices;
- · The advancement of human resources, and;
- An enduring adherence to the highest ethical standards of good corporate citizenship.

SRPC employees commit themselves individually and as an organization to our Company's core values of: excellence, dedication, leadership, integrity, teamwork, safety, and social responsibility.





#### The San Roque Multipurpose Project: Features



#### IRRIGATION

SRMP provides year-round irrigation to 21,000 hectares of farmlands in the province of Pangasinan with the completion of the Agno River Integrated Irrigation Project of the National Irrigation Administration (NIA).



#### FLOOD CONTROL

SRMP provides attenuation mechanism to the perennial flooding of the Agno River. The San Roque reservoir has a large holding capacity of 525 million cubic meters (cm) active storage, and 120 million cm flood surcharge which stores inflow during heavy rains for gradual release downstream. During extreme flood events, it regulates the volume of water to be released based on extensive meteorological and flow gauge data transmitted to the dam via redundant communication systems as directed by the National Power Corporation (NPC).



#### **PEAKING POWER**

SRMP has an installed capacity of 411 MW and produces approximately 1,000 GWh/year, providing renewable peaking energy to the Luzon Power Grid. As a peaking power plant, SRMP provides the Luzon Power Grid with an additional dependable capacity of 110 MW for eight hours each day even during periods of extreme drought.



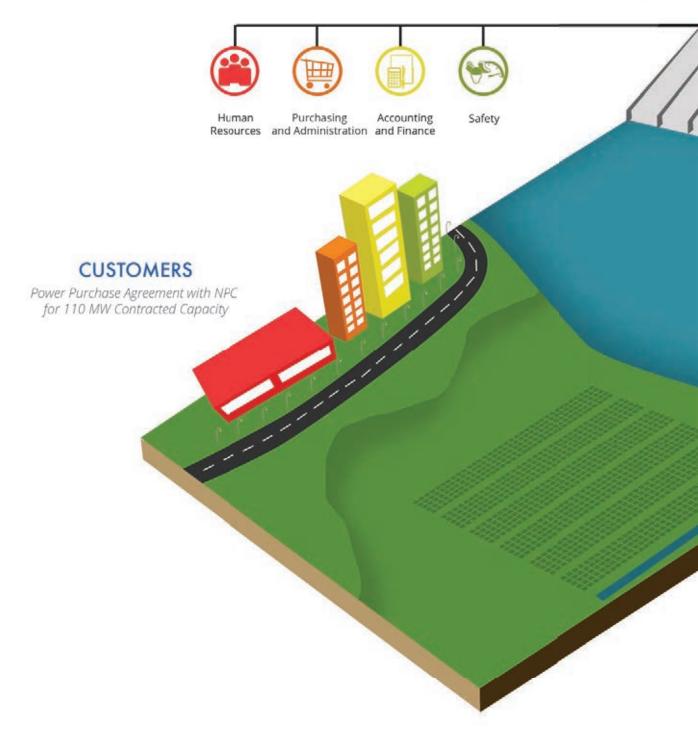
#### WATER QUALITY

SRMP greatly improves water quality for downstream irrigation by using the reservoir's substantial dead storage as a settling basin by trapping sediments transported by typhoon debris or the tailings from unregulated small-scale mining activities upstream.

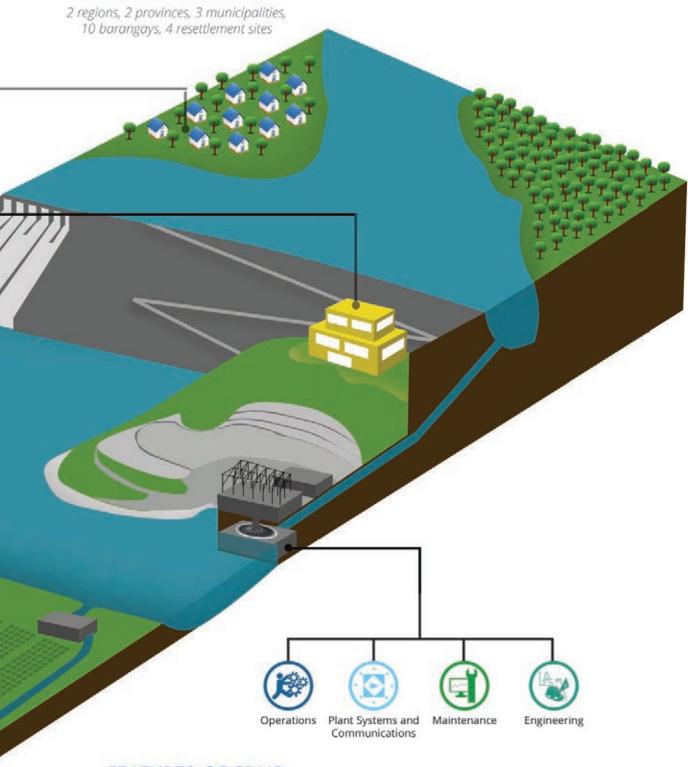
### San Roque Power Corporation

# **VALUE CHAIN**





#### **HOST COMMUNITIES**



#### **FEATURES OF SRMP**

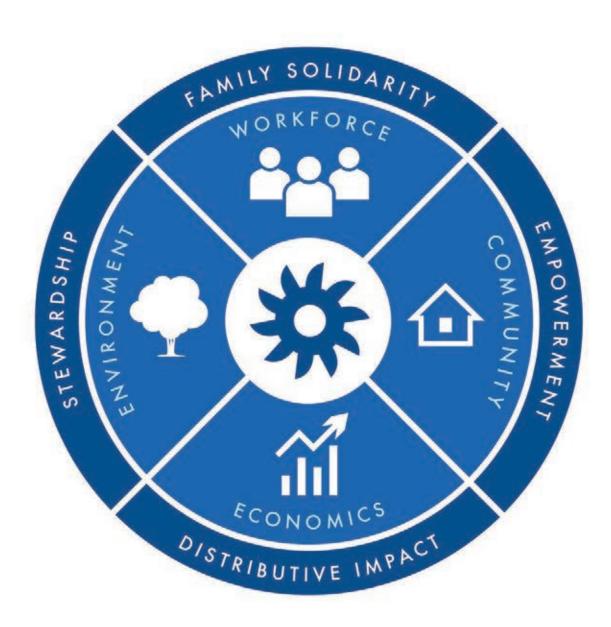
Year-round irrigation to 21,000 hectares of farmlands in the province of Pangasinan

Flood attenuation to 16 municipalities in Pangasinan

411 MW installed capacity

Improvement of water quality for downstream irrigation

# San Roque Power Corporation SUSTAINABILITY FRAMEWORK



SRPC's overall Sustainability Framework demonstrates our belief that our Company and our operations are intrinsically linked with the communities and the environment where we operate.

The diagram shows a continuum of complementary processes that emanate from our core business of power generation, with its sustainability goal of Operational Excellence. This innermost ring depicts our commitment to excellence as we deliver reliable power to customers, and our understanding that this commitment enhances our corporate value.

The next ring depicts the continual process of maintaining the balance of different Company priorities. It demonstrates the dynamic interdependence of our responsibilities to our shareholders, employees, host communities, and the environment vis-à-vis the similarly interdependent aspects of our business, including electric power generation, environment protection, poverty alleviation, and human resource development.

The outermost ring identifies the effects of this interaction: Distributive Impact, Environmental Stewardship, Family Solidarity, and Community Empowerment. Our continuous delivery of these four benefits enhances the value of the Company in the community where we operate.

20 mid-term sustainability goals aligned with the above framework have been identified by the TWG for accomplishment by end of 2017.

The SRPC Sustainability Roadmap greening goals are:



#### Operations

Timely, accurate operational response Right mix of water utilization



#### Maintenance

Optimum service life Adequate stock levels



#### Plant Systems and Communications

Available, reliable communications system Reliable, up-to-date plant control systems and programmable logic controllers



#### Engineering

Available, reliable dam monitoring instrumentation Timely project implementation and completion End-user compliance with security measures



#### Safety

Sustained, proactive safety culture Safe, proactive contractor base



#### Human Resources

Formal, integrated talent management and succession plan



#### Accounting and Finance

Compliance with tax regulations Accuracy of voucher processing Timely check availability Optimized potential of sufficient cash



#### Purchasing and Administration

Accurate, timely processing Optimized supplier base



#### Corporate Social Responsibility

Environmental protection through responsible stewardship Sustained social acceptability

These 20 greening goals have been identified from existing issues and aligned by the TWG to their respective sustainability foci. Nine greening goals from the Operations, Maintenance, Plant Systems and Communications (PSC), Engineering, and Purchasing departments contribute to the Operational Excellence sustainability focus area. These are:

#### **Operations**

- Timely, accurate operational response
- · Right mix of water utilization

#### Maintenance

- Optimum service life
- Adequate stock levels

#### **Plant Systems and Communications**

- Available, reliable communications system
- · Reliable, up-to-date plant control systems and programmable logic controllers Engineering
- Timely project implementation and completion
- End-user compliance with security measures **Purchasing and Administration**
- Accurate, timely processing

Initially, two greening goals from the Engineering and Corporate Social Responsibility (CSR) departments have been identified under the Environmental Stewardship sustainability focus area:

#### **Corporate Social Responsibility**

- Environmental protection through responsible stewardship **Engineering**
- Available, reliable dam monitoring instrumentation

However, the Engineering greening goal above has also been identified as a goal under Operational Excellence.







All four greening goals of the Accounting department contribute to the Distributive Impact sustainability focus area:

#### Accounting

- Compliance with tax regulations
- Accuracy of voucher processing
- Timely check availability
- Optimized potential of sufficient cash

Five greening goals from the Corporate Social Responsibility, Safety, Human Resources, and Purchasing departments contribute to the Community Empowerment sustainability focus area:

#### Safety

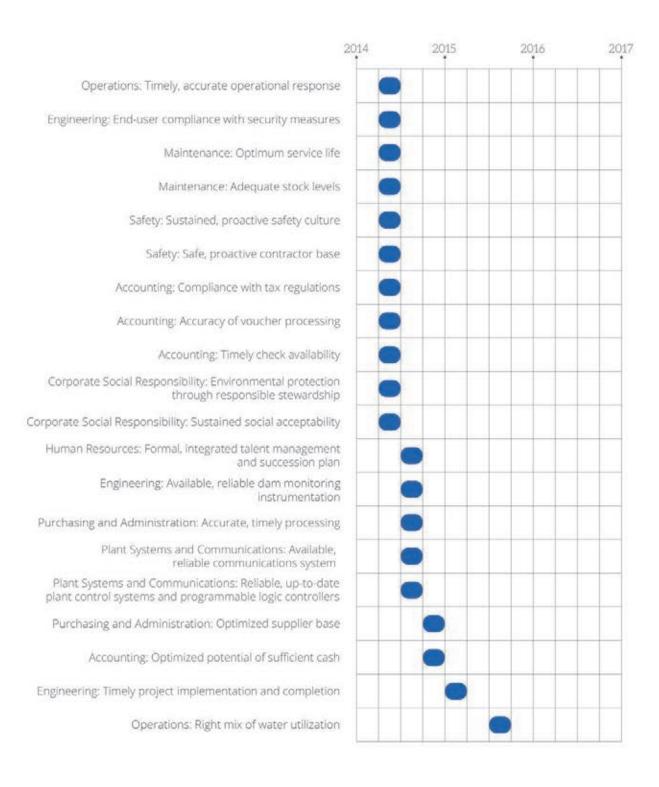
- Sustained, proactive safety culture
- Safe, proactive contractor base Corporate Social Responsibility
- · Sustained social acceptability **Purchasing and Administration**
- Optimized supplier base

#### **Human Resources**

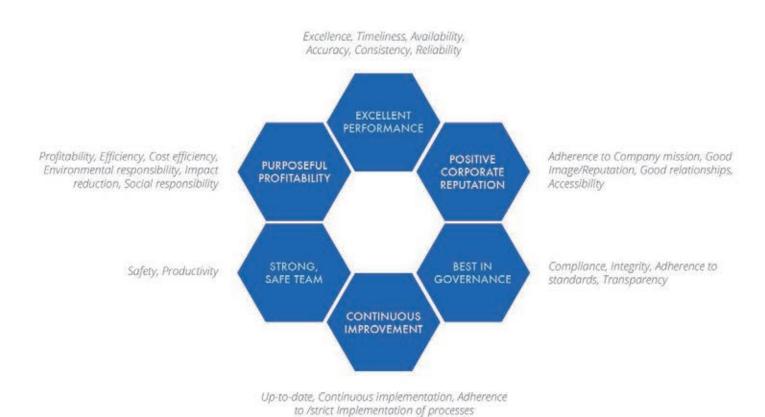
 Formal, integrated talent management and succession plan

No greening goal has been identified under the Family Solidarity sustainability focus area. As the mid-term greening goals have been identified based on critical issues, it may indicate that there are no pressing concerns under this focus area.

The majority of these goals are expected to begin as soon as the roadmap is approved. Briefly, the timetable per quarter is as follows:



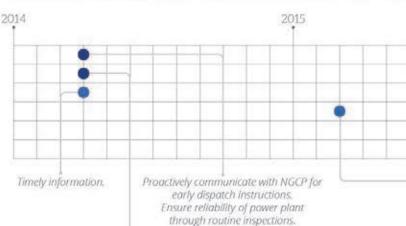
The 20 greening goals surfaced 25 common themes, which are based on the detailed discussion of the individual greening goals templates. These themes are: safety, efficiency, timeliness, accuracy, cost efficiency, reliability, compliance, profitability or maximum return on investment, good image and reputation, adherence to Company mission/vision, availability, productivity, up-to-date, integrity, excellence, accessibility, environmental responsibility, impact reduction, continuous implementation, good relationships, adherence to or the strict implementation of processes, adherence to standards, consistency, transparency, and social responsibility. These sub-themes were further clustered, which then generated the following sustainability roadmap mid-term focus areas:





# INDIVIDUAL DEPARTMENT ROADMAPS





Closely inform PSC for abnormal conditions in the plant control systems.

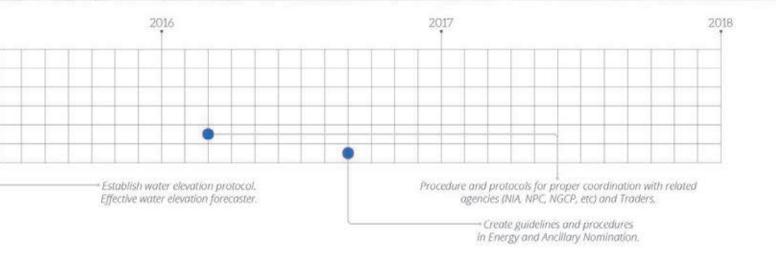
The Operations Department is in charge of plant operations. It operates the generating units on any mode, whichever is appropriate, to provide power based on dispatch orders and in compliance with local, provincial, and national permits, regulations, laws and agreements. It also operates the generating units to provide ancillary services, as necessary, taking into account the capability of the generator. Other tasks include plant performance analysis and the coordination of emergency action plans. The Department is also responsible for declaring capability and ancillary nomination.

In the past, the Department operated the plant solely based on day-ahead projections given by the Independent Power Producer (IPP) administrator through the grid or system operator. The Company's operations proceeded as per the system operator's orders. Now, the plant is operated not only based on the day-ahead projections given by the IPP Administrator but also on the requirements of the system operator under the Ancillary Services Purchase Agreement (ASPA) between the SRPC and National Grid Corporation of the Philippines (NGCP). The reservoir rule curves are closely monitored by the NPC and National Water Regulatory Board in order that objectives of SRMP are fulfilled. Given these:

## The first greening goal is the timely and accurate operational response.

A response that is delayed and inaccurate compromises. San Roque's reputation as a supplier of reliable quality

# OPERATIONS **美**變



energy, and runs counter to our values of integrity, leadership, and excellence. A delayed or inaccurate response can also lead to penalties or to the cancellation of scheduled capacities, which will affect the Company's revenues.

To address this issue, we will maintain close coordination with the NGCP, proactively communicating with it for early dispatch instructions. We will also coordinate with the Plant Systems and Communications Department for up-to-date and reliable plant control systems, and will continue to ensure reliability of power plant systems through routine inspections.

With timely and accurate response to dispatch instructions, we deliver improved power quality on time, and protect our reputation and license to operate.

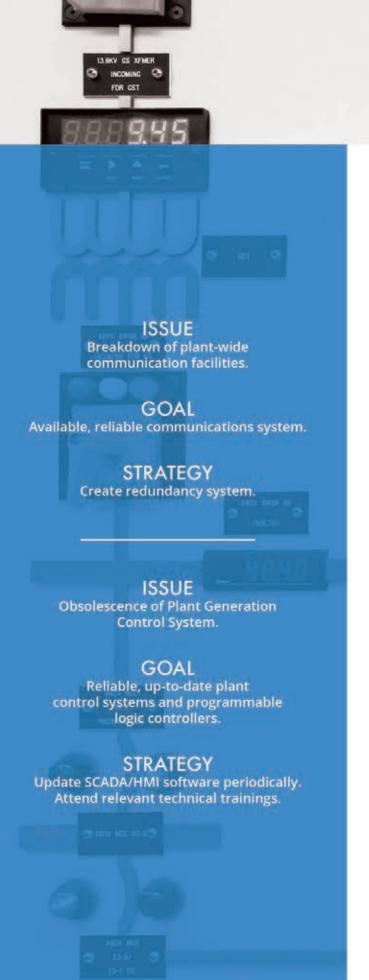
#### The second greening goal is the establishment of the right mix of water utilization for power generation and irrigation.

An Imbalanced mix between using water for irrigation and power generation means a failure to accomplish the multipurpose interests of the project. Misallocation of water use may contribute to opportunity losses to create revenue, failure to meet irrigation requirements, and further, legal issues that may arise from this perceived mismanagement of the reservoir. It may also damage the Company's image, especially in line with our strong commitment to the best and most effective

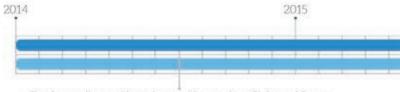
management and operation practices, exemplary environmentally sound practices, and responsibilities as good corporate citizens.

By monitoring data from government agencies like the Philippine Atmospheric, Geophysical, and Astronomical Services Administration (PAGASA) for seasonal conditions with the help of NPC's Flood Forecasting and Warning System for Dam Operations and by observing the NIA's yearly water requirement, we establish the right mix of water usage for power generation and irrigation. Plant Performance Strategists and Analysts are able to evaluate these data to recommend the right mix of energy and ancillary services to meet irrigation requirements and provide necessary available storage to mitigate potential flooding.

The Department is headed by the Operations and Engineering Manager (OEM). Under the OEM is the Chief Operations Superintendent (COS). The OEM and the COS plan operational goals and implement them. The COS directs and monitors operations activities and assesses the plant's outputs. The COS also tracks plant operations performance, including plant and equipment condition and capabilities. Aside from these, he/she is also in charge of administering and implementing operational and safety procedures. Under the COS, we have the Plant Performance and Ancillary Services Controller, the Ancillary Services Analyst, the Operations Superintendent, and the Senior and Junior Operations Engineers.







Closely coordinate with service providers, such as Globe and Smart.

Identify the best option that is approved by the management and caters to the needs of SRPC's design.

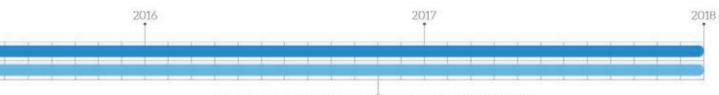
Start execution and setup within two years.

The Plant Systems and Communications (PSC)
Department is in charge of the maintenance and troubleshooting of the Plant Generation Control System including its various instruments and devices and the Supervisory Control and Data Acquisition (SCADA) system; and the maintenance, operation, and troubleshooting of all major and minor electrical and communication systems in the plant and appurtenant facilities. These include, but are not limited to, protective and instrumentation relays, excitation systems, manual control system and programmable logic controller based plant automatic control system, the SCADA system, and transducers and feedback devices.

The Department also provides administration and technical support for the operation and maintenance of various plant systems related to the Telecommunication Systems (PBX, fiber optic equipment and infrastructure), very high frequency (VHF), ultra high frequency (UHF), and microwave radios, and the plant-wide security system.

# YSTEMS AND COMMUNICATIONS





Continuous update, testing, calibration and cleaning of the SCADA/HMI.

Update software and modules.

Prepare Purchase Request for new software and PLC modules.

Ensure completion of annual assessments.

#### The first greening goal is the 100% availability and reliability of communication systems.

A breakdown of plant-wide communication facilities compromises the Department's objective to provide reliable communication service and to keep service outage at a minimum.

By creating a redundancy system, we maintain high uptime availability of communication services and high communications system availability and reliability thus providing support to the Company's objectives and obligations.

The second greening goal is ensuring SCADA/Human-Machine Interface (SCADA/HMI) and the programmable logic controllers (PLC) are up-to-date.

Obsolescence of plant generation control system will compromise plant operational reliability because it will make the computer operating system support and updates unavailable. Outdated programmable logic controller hardware could also greatly undermine plant availability because of the unavailability of product support. These undermine the department's main objective to keep the plant generation control system in good operational condition to ensure the delivery of the requirements of the Power Purchase Agreement and the Ancillary Services Purchase Agreement.

By enrolling all the SCADA/HMI software licenses with the manufacturer, the Company will benefit from constant software support updates and relevant trainings. Thus, we ensure high generation control system availability and are able to deliver the Company's obligations and objectives.

The PSC Manager heads the Department and reports directly to the Senior Vice President for Operations and Site Administrator. He works with the Systems Engineer and the PSC Technicians.

# ISSUE Untimely breakdown or failure of portable/handheld equipment/instrument. GOAL Available, reliable dam monitoring instrumentation. STRATEGY Closely coordinate with Purchasing Department for immediate equipment orders. ISSUE Delay in the implementation of various civil and structural projects.

The Engineering Department is in charge of monitoring the dam performance and data logging and analysis, implementing civil and structural projects, and maintaining reliable and secure information technology (IT) systems and auxiliaries. It is accountable for providing technical support for the efficient and economic operation and maintenance of the dam, spillway, low level outlet tunnel, and power components of SRMP.

Conduct routine inspections of portable/handheld equipment/instrument in

accordance with the Instrument Manual.

Timely requisition of instrument/equipment every three years.

Outsource accredited third party laboratory for water quality testing.

Utilize In-house equipment when available for water quality testing, e.g OCSR

2015

2014

# The first greening goal is the maintenance of 100% available, reliable dam monitoring instrumentation.

An untimely breakdown or failure of portable/handheld equipment/instrument may interrupt trending of data used for analysis. Requisition of such equipment every three years is necessary to ensure readily available handheld dam monitoring instruments.

By closely coordinating with the Purchasing Department for the periodic requisition or immediate order of equipment, the Engineering Department is able to use

#### GOAL

Timely project implementation and completion.

#### STRATEGY

Closely coordinate with Purchasing, contractors and service providers for timely implementation of civil and structural projects.

#### ISSUE

Non-compliance by end-users with SRPC's IT Security measures.

#### GOAL

End-user compliance with security measures.

#### STRATEGY

Strictly implement IT policies.



# ENGINEERING





Submit PRs with complete attachments, e.g. drawing plans, TOR, scope of work specifications, etc. on time.

Conduct regular restoration testing twice a year.

Enforce and update existing security policies by regular training and orientation of end-users.

Ensure healthy back-up server for company website by Data Recovery Program off-site,

Further assess and determine network bottlenecks by upgrading old network equipment and infected workstations

Ensure the reliability of internet load balancer/fail-over by conducting simulations.

these instruments as redundant technology for gathering and analyzing data to calculate for fuel in plant operations, thereby ensuring dam safety.

The second greening goal is the timely implementation and completion of various civil and structural projects.

Delays in the implementation of various civil and structural projects entails additional costs.

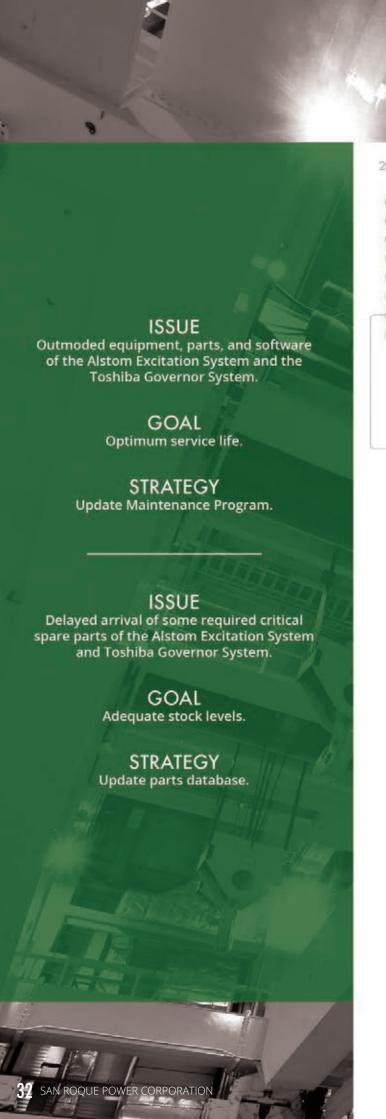
Again, with close coordination with the Purchasing Department, we make sure that contractors and service providers complete and implement civil and structural projects on time. We also ensure proper maintenance of facilities and secure their integrity.

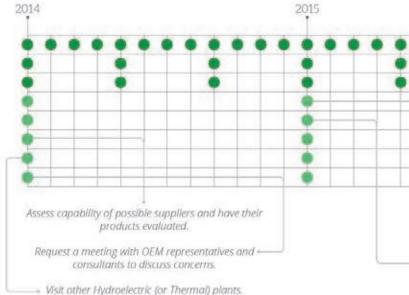
The third greening goal is the complete compliance by end-users with SRPC's IT security measures.

Non-compliance by end-users to SRPC's IT security measures can cause downtime of the entire network that may similarly compromise the integrity and reliability of plant information and network systems.

With the strict implementation of IT policies and close coordination with service providers, we ensure a reliable network system and guarantee uptime for Company Internet connection.

The Operations and Engineering Manager ensures that the Department will contribute beneficially towards meeting the Company's mission and vision. He/she supervises a small staff responsible for developing and formulating short- and long-range enhancement plans for plant capital improvements. The staff is composed of the Civil Engineer, the Dam Instrumentation Engineer, the Junior Civil Engineer, and the Information Technology Technician.





The Maintenance Department oversees the maintenance of the Electro-Mechanical facilities and assets of SRPC, such as the generator, turbine, switchyard, Intake and spillway gates, and all plant auxiliary equipment. The department ensures the safe and efficient maintenance of the plant assets utilizing the Smart Asset Computerized Maintenance Management System. In addition, they also maintain the non-power components of the project that are owned by the national government such as the dam, spillway and low level outlet.

The first greening goal is the establishment of optimum service life of the main equipment, critical spare parts, and the software of the turbine and the generator.

Outmoded equipment, spare parts, and software of Generator-Excitation and Governor Systems undermine equipment and system efficiency and result to more frequent unscheduled maintenance downtimes. Documenting the service life of the equipment, spare parts and software will help ensure their availability during their lifespan and provide us with an Original Equipment Manufacturer (OEM) equivalent ready before their obsolescence.

By instituting Annual Maintenance Programs and Strategies, complemented by the Smart Asset Maintenance System, we maintain high equipment and

# MAINTENANCE





system efficiency, maximize plant performance to meet our contracted capacity, and provide ancillary services when required by our customers, thus ensuring our productivity and profitability.

#### The second greening goal is the maintenance of adequate stock levels of Generator-Excitation System (Alstom) and Governor System (Toshiba)

Availability of spare parts is critical during the implementation and performance of maintenance programs. Stock levels mainly rely on the support of the Original Equipment Manufacturer, as most of the parts are only manufactured when required, thus having longer lead time.

Spare parts, therefore, must be ordered ahead of time so that they arrive before the scheduled activities. The delayed arrival of required critical spare parts will greatly affect the implementation of the scheduled maintenance programs and could compromise equipment utilization and plant availability.

By maintaining the required stock level of spare parts, we ensure the accomplishment of the maintenance programs as scheduled. This also ensures that the plant will operate without interruption, thereby maximizing equipment utilization and optimizing system availability.

Overseeing these maintenance activities is the Maintenance Manager, who also develops and implements short-term and long-term maintenance plans and goals, such as this roadmap, and coordinates maintenance activities with the other departments. The Maintenance Manager manages a multi-disciplined workforce composed of engineers and skilled workers: the Assistant Maintenance Manager, the Electrical Maintenance Supervisor, Maintenance Engineer I-Electrical, the Electrical Maintenance Technician, the Mechanical Maintenance Supervisor, Maintenance Engineer I- Mechanical, the Mechanical Maintenance Technician, the Instrumentation and Control Maintenance Supervisor, the Instrumentation and Control Maintenance Technician, the Equipment Operator and Mechanic, General Labor, Welder - Mechanic, Maintenance Clerk/Tool Keeper, Maintenance Planner and Electrical Maintenance Technician/Assistant Planner.





Perform regular review, update and inspection.

Continuously hold trainings and awareness seminars to all personnel.

Provide positive motivation by awarding safety recognitions to employees and contractors.

Integrate safety responsibility to the regular functions of all personnel.

Partner with concerned Labor and Safety Organizations to organize programs that will strengthen the safety principles of all personnel.

The Safety Department provides and maintains a safe and healthy work environment to protect people and prevent property damages and losses. The Department is responsible for formulating, monitoring, Implementing, and evaluating the Company's safety programs, safety rules and regulations as well as monitor compliance with said rules and programs. It Identifies potential hazards and determines/recommends solutions in taking expedient action to correct these unsafe conditions. Led by the Safety Engineer, the Department formulates the standard operating procedures that are subject to the approval of the Senior Vice President for Operations and Site Administrator.

The first greening goal is the participation of personnel in SRPC's safety programs and activities for a sustained and proactive safety culture in the Company.

inability to cultivate a Company-wide safety culture among employees may similarly lead to unnecessary expenses due to property damages, medical expenses, and insurance claims.

By ensuring participation of personnel in the safety programs and activities and periodically reviewing and updating the Company's Safety Manual Procedures and other programs, we maintain our good reputation with the Department of Labor and Employment (DOLE), Safety Organization of the Philippines (SOPI), Investors, and other stakeholders.





Conduct an assessment/audit of the selected contractors.

Review contractor performance and guide/assist them to improve their safety practices.

Invite contractors during Safety Committee Meetings and encourage them to hold their own Contractors' regular update report like having their own tool box meeting discussions.

By continuously maintaining a No Loss Time Accident (NLTA), we preserve and exceed previous safety milestone records and minimize our Company's insurance premium costs.

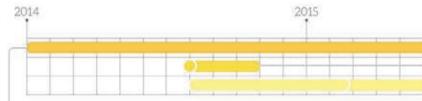
The second greening goal is the full adherence of contractors to the Department of Labor and **Employment Safety Standards in order to maintain** a safe and proactive contractor base.

Non-compliance of contractors with the standard occupational health and safety requirements of the DOLE can compromise the Company's commitment to safety and excellence. Non-compliance also will make it hard to cultivate a proactive safety culture among the Company's employees. Without high regard to a culture of safety, preventable accidents and incidents will not be eliminated, which consequently will lead to greater medical costs and insurance claims.

By creating a Contractor Accreditation and Management Program (CAMP) and implementing existing contractors' qualification guidelines more stringently, we cultivate and maintain a safe and healthy work environment that protects people and prevents property damages/losses. By providing a safe and healthy workplace, we maintain a good reputation and establish a good relationship with the DOLE and its Bureau of Working Conditions (DOLE-BWC), Safety Organization of the Philippines, and other safety organizations and institutions.

The Safety Engineer coordinates with concerned government agencies regarding safety programs and accomplishes accident/incident reports to be submitted to the concerned agencies. Furthermore, he/she ensures that contractors abide by the safety programs, rules and regulations and procedures set by the Company.





Recommend stricter measures in accreditation. Do not accredit and transact with non-compliant suppliers. Preferred parties must be required to obtain and present BIR compliant documents.

Secure access to consultants to assist management in decision making.

To minimize tax assessments and disallowances, the following are to be implemented: Require proper documentation from non-compliant suppliers; provide regular trainings on tax and accounting standards.

Prepare monitoring sheet of payments with pending ORs and follow up for resolution at least once a week.

Schedule payment of taxes at least 2 days before the due date, Monitor compliance to regulred schedules.

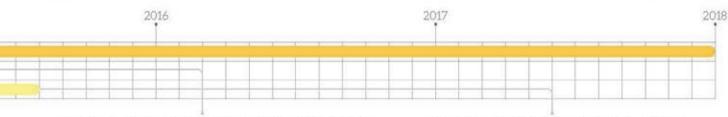
The Accounting and Finance Department is in charge of preparation of financial statements, projections, and annual budgets. The Department, alongside monitoring account schedules, prepares monthly financial statements for submission to management and stockholders. It is in charge of the processing of accounts payable, tax compliance, cash management, monitoring of receivables, and managing the Company's payroll. Aside from handling Company accounts and finances, the Department is also responsible for ensuring compliance with government regulatory requirements.

The Department, through the Chief Finance Officer (CFO), is in charge of optimizing use of working capital by pursuing collection of overdue receivables and payment of obligations on their due dates. The CFO provides Company officers and staff the financial information relative to their department requirements, and ensures timely reporting of financial and management reports, which include, among others, variance analysis reports, budget comparisons with actual expenditure, budget comparisons with forecast expenditures, etc.

Other responsibilities include the efficient and effective performance of the computer local area network system and the planned remote access system.

# ACCOUNTING AND FINANCE





Continue monthly AP schedule showing outstanding liabilities including details as to when AP was prepared. Prepare cash projection weekly, or more frequently, when needed ar when something material occurs.

Make sure all vouchers for payment have a dedicated form and all others are properly noted. Open additional accounts with at least 2 banks for additional investment options.

Provide regular trainings on tax and accounting standards.

Ensure all invoices are routed for approval within 2 days upon receipt.

Remind requesting unit to regularly submit payment requests instead of letting them accumulate and sending by batches.

### The first greening goal is compliance with tax regulations.

The Department is responsible for compliance with tax regulations in order to minimize the Company's tax assessments from the Bureau of Internal Revenue (BIR). Non-compliance with tax regulations increases the Company's tax exposure by increasing income tax liability and fails to maximize the Company's VAT receivable. Non-compliance also compromises the Company's relationship with the BIR.

Disallowances resulting from substantiation requirements must be kept less than 5% of total claim or P1 million, whichever is lower, to protect our margins and cash flow. Accepting documents that are non-compliant with BIR regulations for VAT claims and income tax deductibility has made it difficult to maintain such a standard.

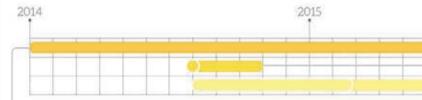
By training and coaching employees, and getting advice from consultants and auditors, the Department encourages stricter compliance with BIR regulations including documentation and consideration of deductibility. This guarantees less tax exposure and higher cash flow for the Company. This also secures good reputation with the BIR, hassle-free tax audit and examination, and a good impression on our stockholders.

### The second greening goal is accurate and error-free voucher processing.

It is the Department's duty to ensure the timely and correct processing of all Company disbursements. Errors and delay in processing and disbursements of our accounts payables (AP) can compromise the Company's relationship with suppliers.

To address this issue, the Company will hold regular training on tax updates. Accurate and error-free AP processing will result to good reputation to suppliers, and more importantly, the proper and accurate cash flow for the Company.





Recommend stricter measures in accreditation. Do not accredit and transact with non-compliant suppliers. Preferred parties must be required to obtain and present BIR compliant documents.

Secure access to consultants to assist management in decision making.

To minimize tax assessments and disallowances, the following are to be implemented: Require proper documentation from non-compliant suppliers; provide regular trainings on tax and accounting standards.

Prepare monitoring sheet of payments with pending ORs and follow up for resolution at least once a week.

Schedule payment of taxes at least 2 days before the due date. Monitor compliance to required schedules.

### The third greening goal is timely check availability.

The Department follows a seven-day processing policy wherein processing will only proceed upon receipt of complete and compliant documents. A number of deviations from this policy have occurred resulting to processing delays.

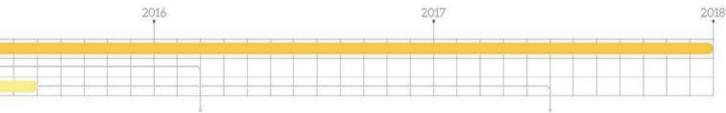
Policy deviation from the seven-day payment of liabilities compromises the Company's relationship with suppliers and the Department's relationship with requesting units. It also undermines the proper process flow of AP, which can result in less efficient processes.

To address this issue the Company will closely coordinate with internal and external parties, and hold applicable trainings on time and work management.

With timely check availability, we comply with the seven-day processing policy, assure smooth flow of AP processing, and avoid inbox backlogs. By completing the process within the seven-day requisite we also maintain good reputation among our suppliers.

# ACCOUNTING AND FINANCE





Continue monthly AP schedule showing outstanding liabilities including details as to when AP was prepared.

Prepare cash projection weekly, or more frequently, when needed or when something material occurs.

Make sure all vouchers for payment have a dedicated form and all others are properly noted.

Open additional accounts with at least 2 banks for additional investment options.

Provide regular trainings on tax and accounting standards.

Ensure all invoices are routed for approval within 2 days upon receipt.

Remind requesting unit to regularly submit payment requests instead of letting them accumulate and sending by batches.

### The fourth greening goal is optimized cash potential.

The Department also manages the Company's cash and ensures that it is sufficient for operations and investments. Cash potential must be also optimized by investing all cash, except for cash used for operations, averaging USD500k, JPY100M and PHP10M at a time, which shall be adjusted based on weekly evaluation of cash requirements.

Not optimizing cash potential and not having sufficient funds may result in penalties or lower income for investment pre-terminations. It also lessens interest income.

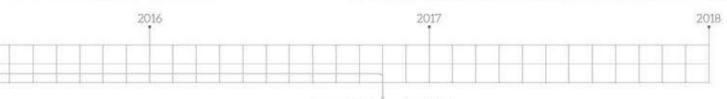
By training and coaching employees, and getting advice from consultants and auditors, we maximize interest income and ensure sufficient cash for operations. These will result in higher net income for stockholders, and guarantee well-maintained Company bank accounts, which in turn results in good relationships with financial institutions.

Under the Chief Finance Officer are the Accounting Manager, the Senior Accountants, the Accountants, the Secretary, the Document Control Assistant, the Receptionist, and the Office staff.



### CHASING AND ADMINISTRATION





Prepare PR preparation guideline.

Coordinate with all end users/PR preparers to come up with suitable process flow.

Design the process which will best fit the operation of the company.

Create the software.

Review purchasing policy based on experience.

stakeholders. This makes items requested harder to track.

Inaccurate determination of requested items may lead to additional costs for the purchase of unnecessary requests. Delays in the processing of purchase requests, meanwhile, may result to inefficient monitoring of purchase requests, which may further result to delays in the delivery of items requested.

By creating a Purchase Request Database and reviewing and updating existing purchasing policies, we make information on Purchase Requests, Purchase Orders, Receiving Reports, and inventory accessible on a real-time basis, thereby preventing purchase of unnecessary items and making occupied space management at the warehouse more effective. Also, because of this database, members of the staff and end-users can access data for better decision-making.

### The second greening goal is the optimization of SRPC's supplier base.

It is also the Department's role to accredit suppliers. An unregulated selection of suppliers may result to transactions with unqualified or illegal suppliers or may increase the risk of buying substandard items, which might cause damage to Company assets and operations.

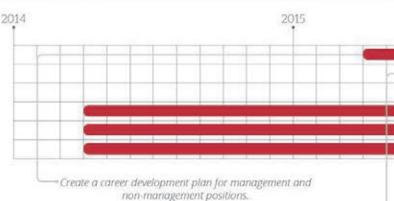
One of the Department's priorities is to draft an objective method of supplier selection. This is to come

up with a list of suppliers compliant with SRPC guidelines and standards.

By strengthening the Company's guidelines for supplier selection and accreditation and seeking third-party expertise and updated Company guidelines, we intensify and ensure the objectivity of our supplier selection process, making sure that we deal only with legitimate corporations and thus only use quality materials and supplies. It will also allow us to monitor and manage supplier performance, implement and improve policies and processes that support the purchasing process, and establish better relationships with our suppliers and vendors. An optimum supplier base lessens the risks of non-availability of quality goods and services that are critical to our operations.

The Purchasing Department is composed of the Purchasing Manager, Purchasing Assistants, Administrative Assistants, Inventory Control Engineers and Clerks, and Drivers.





Periodically review and/or update compensation packages and a align them with actual and perceived needs of the workforce.

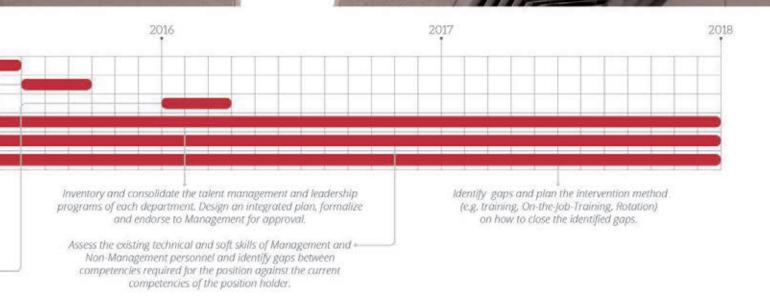
Integrate the leadership and succession plan in the performance management process that is tied up with rewards and recognition.

The Human Resources Department oversees employee relations and performance and is responsible for the recruitment and training of employees, and for administering and managing the compensation and benefits package of employees, especially new benefits aimed at employee satisfaction and retention. The Department also oversees the Company's compliance with labor and employment laws.

The Department determines and recommends employee relations practices that are necessary to establish a positive employer-employee relationship and promote a high level of employee morale and motivation. It monitors and advises managers and supervisors in the progressive discipline system of the Company and assists managers in monitoring the implementation of a performance improvement process

# HUMAN RESOURCES





with its employees. The Department ensures that job vacancies in the organization are efficiently and effectively filled in accordance with existing Company policies and government regulations.

The foremost greening goal of the department is the establishment of a formal and integrated talent management and leadership succession plan.

Fragmented programs in talent management and leadership do not guarantee a secure line of leaders in succession and often require a higher budget allocation.

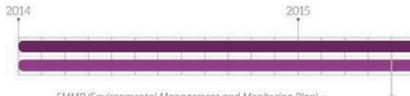
A formal and integrated talent management and leadership succession plan is expected to foster the development of a core of high performing and high-potential employees who are well motivated and

empowered to contribute to the success and growth of SRPC.

By updating employee skills database, designing an integrated personnel development plan, and repackaging training as an additional reward and developmental tool for employee improvement, we reduce turn-over costs, increase return on investment on training, and uphold the Company's reputation for having a world-class workforce. We also increase our employees' opportunities for career promotion.

Heading the Department is the Human Resources Manager. The Human Resources is composed of HR Assistant for Benefits Administration, HR Assistant for Recruitment and Training, Document Control Assistant, Receptionist/Assistant Clerk and a Messenger.





EMMP (Environmental Management and Monitoring Plan).

Multipartite Monitoring Team (MMT) - Manual of Operations.

Strategic Social Investment Program (SSIP).

Quarterly collection of water and sediment samples for analysis at a DENR-accredited laboratory and reporting the results of analysis.

Monthly collection of wastewater samples from sewage treatment plants and oil-water separators.

Monitoring the watering of unpaved roads to mitigate dust emissions.

Tree planting activities to develop open and denuded portions and in support to the National Greening Program (NGP).

Tree Library Project.

Bird and Wildlife Conservation Program.

The Corporate Social Responsibility Department is at the helm of the Company's Environmental Management and Corporate Social Investment programs, The Department is also responsible for the Company's Communications and Public Relations, and Support Services and Security.

The Department works closely with the San Roque Power Foundation, Inc. (SRPFI) as the implementing arm for CSR programs and projects in the areas of livelihood and enterprise development, education and health care, and environmental protection. Through the Department and the Foundation, the Company is able to catalyze community empowerment and improve the quality of life.

The Company likewise coordinates with partner agencies and downstream communities regarding irrigation requirements of the farmlands and in carrying out information campaigns to increase awareness on

## RPORATE SOCIAL RESPONSIBILITY





San Roque Initiative: Saving Agno River watersheds through public education and Philippine Eagle conservation.

Fish stock enhancement program.

Development and implementation of Green House Gas (GHG) emission reduction programs.

Regular monitoring of GHG emissions.

SRPC Ecological Solid Waste Management.

Solid Waste Management support to Resettlement Areas.

#### Environmental IEC:

Development of IEC plans/modules for climate change, solid waste management, water and energy conservation and biodiversity protection in collaboration with PBE; Production/printing of modules; WWF/PBE and SRPC employee volunteers will conduct the environmental education program.

Implementation of Livelihood and Enterprise Development Programs: Microfinance Project (microcredit and micro-savings): Provision of reasonable business capital; Training on center management; MF related technical trainings; Conduct of values formation sessions; Provision of technical assistance and capacity building; Livelihood infrastructure support; Institution-building; Employment facilitation; Microenterprise development; Market linkage.

Implementation of Education Program: Reading, Mathematics and Science Proficiency; Technical Skills Training; Education Support: Summer Arts Workshop; Brigada Eskwela; Volunteer Teachers; Donate-A-Book Make-Reading-Fun; Education Infrastructure Support.

Implementation of Health Care Program: Water, Sanitation and Hygiene Promotion; Medical Program (assessment and prevention); Supplemental Feeding; Health Infrastructure Support.

Development of IEC materials on SRMP.

Increasing social capital through partnership with government and non-government organizations.

flooding or dam-related emergencies. It also provides technical guidance on the proper use of water to fulfill the objectives of SRMP on irrigation.

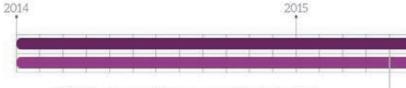
### The first greening goal is environmental protection through responsible stewardship.

Through the CSR Department, the Company ensures its timely and proper compliance with 50 conditions (seven from the Environmental Compliance Certificate, 26 additional conditionalities, and 17 endorsement conditions from the local government of Itogon) that protect the environmental integrity of the areas surrounding or adjacent to SRMP. This is important because non-compliance will result in a fine of PhP50,000 per provision. This still excludes the probable loss of income in case a cease and desist order (CDO) is issued due to continuous non-compliance.

By ensuring that air, water, and soil conditions are within the standards of the Department of Environment and Natural Resources, we avoid additional costs for penalties.

We ensure continuous business operations and undisrupted plant operations by avoiding social and legal actions, and we maintain our good Company image. We also participate in the improvement of the condition of the environment where we operate. safeguarding ecosystems and biodiversity, and promoting environmental stewardship among our partners and stakeholders.





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Strategic Social Investment Program (SSIP).

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Monthly collection of wastewater samples from sewage treatment plants and oil-water separators.

Monitoring the watering of unpaved roads to mitigate dust emissions.

Tree planting activities to develop open and denuded portions and in support to the National Greening Program (NGP).

Tree Library Project.

Bird and Wildlife Conservation Program.

### The second greening goal is sustained social acceptability.

The Department is the Company's front-liner in handling concerns of the general public, which includes local government units (LGUs) at the provincial, municipal, and barangay levels, media outfits, church, the academe, farmers, and other sectors, among others. Their concerns vary—from dam water level reports concerning possible flooding to local development and assistance of project-affected persons and communities.

By maintaining a high social acceptability through our CSR programs, we protect our "social license to operate" and empower our partner communities to serve as "first-line of defense" against negative allegations from outsiders. In addition, the Company is able to develop a highly functional social network that helps ease the resolution of issues or proactively address concerns before they turn into full-blown controversies.

## RPORATE SOCIAL RESPONSIBILITY





San Roque Initiative: Saving Agno River watersheds through public education and Philippine Eagle conservation.

Fish stock enhancement program.

Development and implementation of Green House Gas (GHG) emission reduction programs.

Regular monitoring of GHG emissions.

SRPC Ecological Solid Waste Management.

Solid Waste Management support to Resettlement Areas.

#### Environmental IEC:

Development of IEC plans/modules for climate change, solid waste management, water and energy conservation and biodiversity protection in collaboration with PBE; Production/printing of modules; WWF/PBE and SRPC employee volunteers will conduct the environmental education program.

> We effectively use public information as a transparent means of addressing public issues and concerns.

By adopting a Strategic Social Investment/Corporate Social Responsibility Program to address the various socio-economic needs of the host communities and by closely coordinating with government agencies, LGUs and other concerned organizations in the delivery of crucial services to host communities, we develop a good relationship with our host communities and enhance our Company Image. All these help prevent losses due to non-operation and avoid social and legal actions that will disrupt plant operations.

The Vice President for Corporate Social Responsibility heads the Department. He is responsible in leading the company's CSR programs and sustainability report and managing the security services. The Department is composed of the Environmental Specialist, the Social Development Supervisor, the IEC and Special Projects

Implementation of Livelihood and Enterprise Development Programs: Microfinance Project (microcredit and micro-savings): Provision of reasonable business capital; Training on center management; MF-related technical trainings; Conduct of values formation sessions; Provision of technical assistance and capacity-building; Livelihood infrastructure support; Institution-building, Employment facilitation; Microenterprise development; Market linkage.

Implementation of Education Program: Reading, Mathematics and Science Proficiency; Technical Skills Training; Education Support: Summer Arts Workshop; Brigada Eskwela; Volunteer Teachers; Donate-A-Book Make-Reading-Fun; Education Infrastructure Support.

Implementation of Health Care Program: Water, Sanitation and Hygiene Promotion; Medical Program (assessment and prevention); Supplemental Feeding; Health Infrastructure Support.

Development of IEC materials on SRMP.

Increasing social capital through partnership with government and non-government organizations.

Supervisor, the Support Services Associate, an Administrative Officer, a Maintenance Assistant, an IEC Assistant, a Special Projects Assistant, a Social Development Assistant, and a Logistics Assistant.

The Foundation is composed of an Executive Director, three (3) permanent staff members (Operations Manager, Accountant, and Project Officer), and four (4) project-based staff members (Project Officers).







# SUSTAINABILITY TEAM MEMBERS

#### THE SUSTAINABILITY COUNCIL

Ryukichi Kawaguchi, President and CEO William Connell, Senior Vice President for Operations and Site Administrator Katsutoshi Aguro, Senior Vice President for Technical Matters Carlos M. Echevarria, Vice President and Chief Finance Officer Tommy T. Valdez, Vice President for Corporate Social Responsibility and Security

#### THE SUSTAINABILITY TEAM MEMBERS

Tommy T. Valdez, Head of the Sustainability Technical Working Group

Raymund N. Mariano, Operations/Engineering Group Manager, Engineering Department

Edgar Allan F. Villegas, Maintenance Manager, Maintenance Department

Marcel P. Ablog, Plant Systems and Communications Manager, Plant Systems and Communications Department

Rubentheo P. Cuta, Chief Operations Superintendent, Operations Department

Rheena Liza D. De Guzman, Accounting Manager, Accounting and Finance Department

Ma. Rhona Liza J. Apil, Human Resources Manager, Human Resources Department

Marita L. Ebojo, Purchasing Manager, Purchasing and Administration Department

Rodelio S. Laigo, Senior Accountant, Accounting and Finance Department

Michael A. Sese, Human Resources Assistant, Human Resources Department

Jayson P. Palado, Jr., Junior Operations Engineer, Operations Department

Arnulfo V. Academia, Maintenance Planner, Maintenance Department

Paul S. Tello, Safety Engineer, Safety Department

Melania O. Abubo, Civil Engineer, Engineering Department

Ruel E. Eslava, Systems Engineer, Plant Systems and Communications Department

Ma. Concepcion P. Evanoso, IEC and Special Projects Supervisor, Corporate Social Responsibility Department

Lea E. Iglesias, Environmental Specialist, Corporate Social Responsibility Department

Rochelle S. Idanan, Social Development Supervisor, Corporate Social Responsibility Department

Tamcyn C. Ubaldo, Social Development Assistant, Corporate Social Responsibility Department

Laurencio T. Cornel, Consultant, Corporate Social Responsibility Department

Arzel S. Manalili, Operations Manager, San Roque Power Foundation, Inc.

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# MANAGEMENT



RYUKICHI KAWAGUCHI President and CEO



WILLIAM CONNELL Senior Vice President for Operations and Site Administrator



KATSUTOSHI AGURO Senior Vice President for Technical Matters



CARLOS M. ECHEVARRIA Vice President and Chief Finance Officer



TOMMY T. VALDEZ Vice President for Corporate Social Responsibility and Security

# **DEPARTMENT MANAGERS**



RAYMUND N. MARIANO Engineering



**EDGAR ALLAN F. VILLEGAS** Maintenance



MARCEL P. ABLOG Plant Systems and Communications



RUBENTHEO P. CUTA Operations



RHEENA LIZA D. DE GUZMAN Accounting and Finance



MA. RHONA LIZA J. APIL Human Resources



MARITA L. EBOJO Purchasing and Administration

