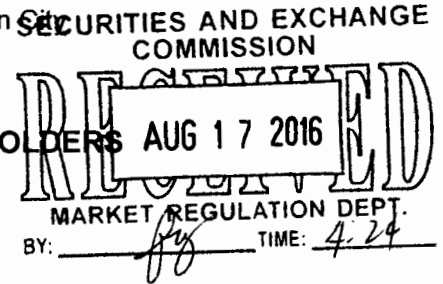


## ALLIANCE GLOBAL GROUP, INC.

7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark

E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City  
Metro Manila, Philippines



### NOTICE OF ANNUAL MEETING OF STOCKHOLDERS

TO ALL STOCKHOLDERS:

NOTICE IS HEREBY GIVEN that the Annual Meeting of Stockholders of Alliance Global Group, Inc. will be held on **29 SEPTEMBER 2016** at **9:00 a.m.** at the Grand Ballroom, Eastwood Richmond Hotel, Orchard Road, Eastwood City, Bagumbayan, Quezon City, Philippines, with the following agenda:

1. Call to Order
2. Certification of Notice and Quorum
3. Approval of the Minutes of the Annual Meeting of Stockholders held on 15 September 2015
4. Report of Management for Year 2015
5. Appointment of Independent Auditors
6. Ratification of Acts of the Board of Directors, Board Committees, and Officers
7. Election of Directors
8. Other matters
9. Adjournment

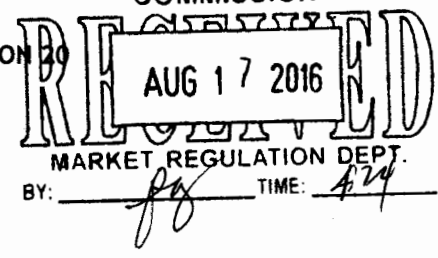
Stockholders of record as of 19 August 2016 will be entitled to notice of, and to vote at, the Annual Meeting.

Makati City, Metro Manila, Philippines, 16 August 2016.

  
**DOMINIC V. ISBERTO**  
Corporate Secretary

**SECURITIES AND EXCHANGE COMMISSION**

**SEC FORM 20-IS  
INFORMATION STATEMENT PURSUANT TO SECTION 20  
OF THE SECURITIES REGULATION CODE**



- 1. Check the appropriate box:  
 Preliminary Information Statement  
 **Definitive Information Statement**
- 2. Name of Registrant as specified in its charter: **ALLIANCE GLOBAL GROUP, INC.**
- 3. Province, country or other jurisdiction of incorporation or organization:  
**METRO MANILA, PHILIPPINES**
- +
  - 4. SEC Identification Number: **AS093-7946**
  - 5. BIR Tax Identification Code: **003-831-302-000**
  - 6. Address of Principal Office:  
**7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark, E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City, Metro Manila, Philippines**
  - 7. Registrant's telephone number, including area code: **(632) 709-2038 to 41**
  - 8. Date, time and place of the meeting of security holders:  
**29 September 2016, 9:00 AM**  
**Grand Ballroom, Eastwood Richmond Hotel, 17 Orchard Road**  
**Eastwood City Bagumbayan, Quezon City, Philippines**
  - 9. Approximate date on which the Information Statement is first to be sent or given to security holders: **08 September 2016**
  - 11. Securities registered pursuant to Sections 8 and 12 of the Code or Sections 4 and 8 of the RSA (information on number of shares and amount of debt is applicable only to corporate registrants):
 

Title of Each Class	Number of Shares of Common Stock Outstanding
<b>Common stock</b>	<b>10,269,827,979</b>
  - 12. Are any or all of registrant's securities listed in a Stock Exchange?  
**Yes**  
 Disclose the name of such Stock Exchange: **Philippine Stock Exchange**

**WE ARE NOT ASKING YOU FOR A PROXY AND YOU ARE NOT REQUESTED TO SEND US A PROXY**

**SAMPLE ONLY  
PROXY**

The undersigned shareholder(s) of **ALLIANCE GLOBAL GROUP, INC.** (the "Company") hereby appoint/s \_\_\_\_\_ or in his absence, the Chairman of the Annual Shareholders' Meeting, as proxy of the undersigned shareholder(s) at the Annual Meeting of Shareholders scheduled on 29 September 2016 at 9:00 in the morning at the Grand Ballroom, Eastwood Richmond Hotel, Orchard Road, Eastwood City, Bagumbayan, Quezon City and/or at any postponement or adjournment thereof, and/or any annual shareholders' meeting of the Company, which appointment shall not exceed five (5) years from date hereof.

The undersigned shareholder(s) hereby direct/s the said proxy to vote all shares on the agenda items set forth below as expressly indicated by marking the same with [✓] or [X]:

ITEM NO.	SUBJECT	ACTION		
		FOR	AGAINST	ABSTAIN
3	Approval of the Minutes of the Annual Meeting of Stockholders held on 15 September 2015			
5	Appointment of Independent Auditors			
6	Ratification of Acts of the Board of Directors, Board Committees and Officers			
7	Election of Directors			
	Andrew L. Tan			
	Kingson U. Sian			
	Katherine L. Tan			
	Winston S. Co			
	Kevin Andrew L. Tan			
	Sergio R. Ortiz-Luis, Jr. - Independent Director			
	Alejo L. Villanueva, Jr. - Independent Director			

\_\_\_\_\_  
PRINTED NAME OF SHAREHOLDER      SIGNATURE OF SHAREHOLDER/  
AUTHORIZED SIGNATORY      NUMBER OF SHARES  
TO BE REPRESENTED      DATE

This proxy should be received by the Corporate Secretary not later than **23 September 2016**.

This proxy when properly executed will be voted in the manner as directed herein by the shareholder. If no direction is made, the proxy will be voted for the election of all nominees and for the approval of all matters stated above and for such other matters as may properly come before the meeting in the manner described in the information statement.

A shareholder giving a proxy has the power to revoke it at any time before the right granted is exercised. A proxy is also considered revoked if the shareholder attends the meeting in person and expressed his intention to vote in person.

This proxy does not need to be notarized. (Partnerships, Corporations and Associations must attach certified resolutions thereof designating Proxy/Representative and Authorized Signatories.)

**WE ARE NOT ASKING YOU FOR A PROXY AND YOU ARE NOT REQUESTED TO SEND US A PROXY**

## INFORMATION REQUIRED IN INFORMATION STATEMENT

### A. GENERAL INFORMATION

#### Item 1. Date, time and place of annual meeting of security holders.

Date & time: 29 September 2016, 9:00 AM

Place: Grand Ballroom, Eastwood Richmonde Hotel, 17 Orchard Road,  
Eastwood City, Bagumbayan, Quezon City, Philippines

Principal office: 7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark, E. Rodriguez Jr. Avenue,  
Bagumbayan, Quezon City, Metro Manila, Philippines

Approximate date on which the Information Statement is first to be sent or given:  
08 September 2016

**The Company is not soliciting proxies. We are not asking for a proxy. Neither are you required to send us a proxy.**

#### Item 2. Dissenter's Right of Appraisal

There are no matters to be acted upon or proposed corporate action in the agenda for the annual meeting of stockholders that may give rise to possible exercise by a dissenting stockholder of its appraisal rights under Title X of the Corporation Code of the Philippines.

Any stockholder of the Company shall have the right to dissent and demand payment of the fair value of his shares in the following instances: (1) in case any amendment to the articles of incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class, or of extending or shortening the term of corporate existence; (2) in case the Company decides to invest funds in another corporation or business or for any purpose outside of the primary purpose for which it was organized; (3) in case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets; and (4) in case of merger or consolidation.

The appraisal right may be exercised by any stockholder who shall have voted against the proposed corporate action by making a written demand on the Company within thirty (30) days after the date on which the vote was taken for payment of the fair value of his shares. **A stockholder must have voted against the proposed corporate action in order to avail himself of the appraisal right.** Failure to make the demand within the 30-day period shall be deemed a waiver of the appraisal right. From the time of the demand until either the abandonment of the corporate action in question or the purchase of the dissenting shares by the Company, all rights accruing to the dissenting shares shall be suspended, except the stockholder's right to receive payment of the fair value thereof. If the proposed corporate action is implemented or effected, the Company shall pay to such stockholder, upon surrender of the stock certificate(s) representing his shares, the fair value thereof as of the day prior to the date on which the vote was taken, excluding any appreciation or depreciation in anticipation of such corporate action.

If the fair value is not determined within sixty (60) days from the date the corporate action was approved by the stockholders, it will be determined by three (3) disinterested persons (one chosen by the Company, another chosen by the dissenting stockholder and the third to be chosen jointly by the Company and the stockholder). The findings of the majority of the appraisers shall be final, and their award shall be paid by the Company within thirty (30) days after such award is made. Upon payment by the Company of the awarded price, the dissenting stockholder shall forthwith transfer his shares to the Company.

No payment shall be made to any dissenting stockholder unless the Company has unrestricted retained earnings.

### Item 3. Interest of Certain Persons in or Opposition to Matters to be Acted Upon

(a) No officer or director at any time since the beginning of last fiscal year, or nominee for election as director, or associate of any of these persons, has any substantial interest, direct or indirect, by security holdings or otherwise, in any matter to be acted upon, other than election to office.

(b) No director has informed the Company in writing of his/her intention to oppose any matter to be acted upon at the Annual Stockholders' Meeting ("Meeting").

## **B. CONTROL AND COMPENSATION INFORMATION**

### Item 4. Voting Securities and Principal Holders Thereof

(a) Each of the 10,269,827,979 common shares outstanding as of 19 August 2016 shall be entitled to one vote with respect to all matters to be taken up during the Meeting.

(b) All stockholders of record as of 19 August 2016 are entitled to notice of, and to vote at, the Meeting either in person or by proxy. The Company is not soliciting your proxy.

(c) All stockholders shall have cumulative voting rights with respect to the election of the members of the board of directors of the Company. Cumulative voting entitles each stockholder to cumulate his shares and give one nominee as many votes as the number of directors to be elected multiplied by the number of his shares shall equal, or distribute them on the same principle among as many nominees as he shall see fit; provided that the total number of votes cast by him shall not exceed the number of shares owned by him multiplied by the number of directors to be elected.

(d) Security Ownership of Certain Record and Beneficial Owners and Management:

*Security Ownership of Holders of more than 5% of the Company's Voting Securities as of 31 July 2016:*

<b><u>Title Of Class</u></b>	<b><u>Name and Address of Record Owner &amp; Relationship w/ Issuer</u></b>	<b><u>Beneficial Owner &amp; Relationship w/ Record Owner</u></b>	<b><u>Citizenship</u></b>	<b><u>No. of Shares</u></b>	<b><u>Percent Owned</u></b>
Common	THE ANDRESONS GROUP, INC. <sup>1</sup> 6 <sup>th</sup> Floor The World Centre Building, 330 Sen. Gil Puyat Ave., Makati City It is solely a stockholder of issuer.	Andrew L. Tan, Chairman of the Board, is authorized to appoint proxy to vote for the shares	Filipino	4,028,823,194	39.23%
Common	YORKSHIRE HOLDINGS, INC. <sup>2</sup> 28/F The World Centre 330 Sen. Gil Puyat Avenue Makati City, Metro Manila It is solely a stockholder of issuer.	Andrew L. Tan, Chairman of the Board, is authorized to appoint proxy to vote for the shares	Filipino	1,583,459,842	15.42%
Common	THE HONGKONG AND SHANGHAI BANKING CORP LTD. <sup>3</sup> 30/F Discovery Suites, ADB Avenue, Ortigas Center, Pasig City No relationship with issuer.	Rose Tantoco, SVP, or Nilo Dicen, VP, of Securities Services is authorized to appoint proxy to vote for the shares	Non-Filipino	1,490,912,934	14.52%

<sup>1</sup> Includes shares lodged with PCD.

<sup>2</sup> Includes direct and indirect beneficial ownership through Altavision Resources, Inc., Asiagroup Holdings, Inc., Globaland Holdings, Inc., Grand Belair Holdings, Inc., and Le Bristol Holdings, Inc.

<sup>3</sup> HSBC is a participant of the PCD Nominee Corporation.

Common	DEUTSCHE BANK AG MANILA BRANCH – Clients A/C <sup>4</sup> 26/F Ayala Tower One, Ayala Ave., Makati City No relationship with issuer.	Soledad Velasco, Head – Securities and Custody Operations, or Carlos Dela Torre, Deputy Head, is authorized to appoint proxy to vote for the shares.	Non-Filipino	1,075,681,926	10.47%
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**Security Ownership of Directors and Management as of 31 July 2016:**

<u>Title of Class</u>	<u>Name of Beneficial Owner</u>	<u>Citizenship</u>	<u>Nature of Beneficial Ownership</u>	<u>Amount and Nature of Record Ownership</u>	<u>Percent Owned</u>
Common	Andrew L. Tan	Filipino	Direct	63,684,350	0.62%
Common	Sergio R. Ortiz-Luis, Jr.	Filipino	Direct	1	0.00%
Common	Kingson U. Sian	Filipino	Direct	5,001,100	0.04%
Common	Winston S. Co	Filipino	Direct	2,728	0.00%
Common	Katherine L. Tan	Filipino	Direct	1	0.00%
Common	Alejo L. Villanueva, Jr.	Filipino	Direct	1	0.00%
Common	Kevin Andrew L. Tan	Filipino	Direct	1	0.00%
Common	Dina D. Inting	Filipino	Direct	2,758	0.00%
Common	Dominic V. Isberto	Filipino	Direct	0	0.00%
Common	Rolando D. Siatela	Filipino	Direct	0	0.00%
Directors and Executive Officers as a Group				68,690,940	0.67%

There are no indirect beneficial ownership of the named Directors and Officers.

**Voting Trust Holders of 5% or More**

The Company has no knowledge of persons holding more than 5% of its voting securities under a voting trust or similar agreement.

**Change in Control**

The Company has no knowledge of any arrangements among stockholders that may result in a change in control of the Company.

**Item 5. Directors and Executive Officers**

**Incumbent**

The following are the incumbent directors and executive officers of the Company:

<b>Name</b>	<b>Age</b>	<b>Citizenship</b>	<b>Present Position</b>
Andrew L. Tan	67	Filipino	Chairman of the Board and Chief Executive Officer
Sergio R. Ortiz-Luis, Jr.	73	Filipino	Vice-Chairman of the Board/Independent Director
Kingson U. Sian	55	Filipino	President and Chief Operating Officer
Winston S. Co	58	Filipino	Director
Katherine L. Tan	65	Filipino	Director and Treasurer
Kevin Andrew L. Tan	36	Filipino	Director
Alejo L. Villanueva, Jr.	75	Filipino	Independent Director
Dina D. Inting	56	Filipino	First Vice President for Finance, Compliance Officer and Corporate Information Officer
Dominic V. Isberto	41	Filipino	Corporate Secretary
Rolando D. Siatela	55	Filipino	Asst. Corporate Secretary

<sup>4</sup> HSBC is a participant of the PCD Nominee Corporation. According to them, no other client or account beneficially owned 5% or more of AGI shares.

There are seven (7) members of the Company's Board of Directors, two (2) of whom are independent directors. All incumbent directors were elected during the annual meeting of stockholders held on 15 September 2015 and will hold office for one (1) year and/or until their successors are elected and qualified.

### *Background*

#### *Andrew L. Tan*

Mr. Tan, 67 years old, Filipino, has served as Director since 2003 and *Chairman of the Board and Chief Executive Officer* since September 2006. Previously, he was *Vice-Chairman of the Board* from August 2003 to September 2006. He pioneered the live-work-play-learn model in the real estate development through the Company's integrated township communities, fueling the growth of the business process outsourcing (BPO) industry, food and beverage, and quick service restaurants industries. He also holds positions in the following other listed companies:

<b>Listed Company</b>	<b>Position</b>	<b>Date First Elected</b>	<b>Date Last Elected</b>	<b>No. of Term/ Years</b>
Emperador Inc.	Chairman	Aug 2013	May 16, 2016	3
Megaworld Corporation	Chairman & President	Aug 1989	June 17, 2016	27
Travellers International Hotel Group, Inc.	Director	July 2008	June 10, 2016	8
Global-Estate Resorts, Inc. (subsidiary of Megaworld)	Chairman	January 2011	June 30, 2016	5
Empire East Land Holdings, Inc. (subsidiary of Megaworld)	Chairman	July 1994	June 14, 2016	22

Mr. Tan is concurrently the Chairman of the Board and President of Megaworld Land, Inc., Megaworld Globus Asia, Inc., Megaworld Newport Property Holdings, Inc., Mactan Oceanview Properties and Holdings, Inc., Richmond Hotel Group International Limited, The Bar Beverage, Inc. and Yorkshire Holdings, Inc. He is also the Chairman of Alliance Global Group Cayman Islands, Inc., Alliance Global Brands, Inc., Emperador Distillers, Inc., Suntrust Properties, Inc., Adams Properties, Inc., Consolidated Distillers of the Far East, Inc., and Townsquare Development, Inc. and sits in the boards of Eastwood Cyber One Corporation, Megaworld Cayman Islands, Inc., Forbes Town Properties & Holdings, Inc., Gilmore Property Marketing Associates, Inc., Megaworld Central Properties, Inc., Raffles & Company, Inc., , The Andresons Group, Inc. He is also the Vice-Chairman and Treasurer of Golden Arches Development Corporation and Golden Arches Realty Corporation and a Director and Treasurer of Andresons Global, Inc. Mr. Tan graduated Magna Cum Laude from the University of the East with a degree of Bachelor of Science in Business Administration.

#### *Sergio R. Ortiz-Luis, Jr.*

Mr. Ortiz-Luis, Jr., 73 years old, Filipino, has served as *Vice Chairman and Independent Director* since September 2007. He is the President of Philippine Exporters Confederation, Inc. ("PHILEXPORT") and Honorary Chairman-Treasurer of the Philippine Chamber of Commerce & Industry. He is concurrently the Vice-Chairman of the Export Development Council, and a member of the board of the Employer's Confederation of the Philippines, Philippine Estate, Manila Exposition Complex, Inc., Holy Angel Memorial Park and Philippine International Trading Corp., Calapan Ventures, Inc. and Jollville Holdings Corporation. He is also an Independent Director of Forum Pacific, Inc. He was a past President of the Rotary Club of Greenmeadows, Quezon City, a Senator of the Philippine Jaycee Senate, and a member of the League of Corporate Foundation and the Council of Advisers of the Philippine National Police. Mr. Ortiz-Luis, Jr. has broad experience in business management/administration and in the export sector. He obtained his Bachelor of Arts and Bachelor of Science in Business Administration and Masters of Business Administration from the De La Salle College and was awarded Honorary Doctorates in Humanities and Business Technology by the Central Luzon State University and Eulogio Rodriguez Institute of Science and Technology, respectively.

*Kingson U. Sian*

Mr. Sian, 55 years old, Filipino, has served as *President* and *Chief Operating Officer* of the Company since February 2007. He also holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Emperador Inc.	Director	Aug 2013	May 16, 2016	3
Megaworld Corporation	Director/ Executive Director	Apr 2007	June 17, 2016	9
Travellers International Hotel Group, Inc.	Director and President	June 2008	June 9, 2016	7
	Chief Executive Officer	Oct 2014	Oct 2014	

He is concurrently President and Director of Forbestown Properties Holdings, Inc., and Eastwood Cyber One Corporation and a Director of Alliance Global Group Cayman Islands, Inc. He is also Chairman and President of Prestige Hotels & Resorts, Inc. and is the Chief Operating Officer of Megaworld Land, Inc. Mr. Sian was formerly a Vice President of FBP Asia Ltd/First Pacific Bank in Hongkong from 1990 to 1995 and, prior to that, was connected with Citicorp Real Estate, Inc. in the United States from 1988 to 1990. He graduated from the University of the Philippines with the degree of Bachelor of Science in Business Economics. He obtained his Master's Degree in Business Administration for Finance and Business Policy from the University of Chicago.

*Winston S. Co*

Mr. Co, 58 years old, Filipino, has served as *Director* since 1998. He previously served as Vice Chairman of the Board from November 1999 to August 2003 and Chairman from June 1998 to October 1999. He holds position in the following other listed company:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/ Years
Emperador Inc.	President and Director	Aug 2013	May 16, 2016	3

His field of expertise is in finance and marketing of consumer products. He is concurrently Chairman and President of New Town Land Partners, Inc. and Chairman of Anglo Watsons Glass, Inc. He is also a Director and President of Emperador Distillers, Inc., and a Director of Alliance Global Brands, Inc., Forbes Town Properties & Holdings, Inc., McKester Pik-Nik International Limited, Raffles & Company, Incorporated, and The Bar Beverage, Inc. and Senior Vice President of The Andresons Group, Inc. Mr. Co is a Magna Cum Laude graduate of Jose Rizal College with a Bachelor of Science in Commerce. He is a member of the Philippine Association of National Advertisers and Philippine Marketing Association.

*Katherine L. Tan*

Ms. Tan, 65 years old, Filipino has served as *Director* and *Treasurer* since February 2007. She also holds positions in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/Years
Emperador Inc.	Director and Treasurer	Aug 2013	May 16, 2016	3
Megaworld Corporation	Director	Aug 1989	June 17, 2016	27
	Treasurer	Aug 1989	June 1995	6

She is concurrently Chairman and President of Andresons Global, Inc. and Choice Gourmet Banquet, Inc., Director and President of The Andresons Group, Inc., Consolidated Distillers of the Far East, Inc., and Raffles & Company, Inc., and Director and Treasurer of Alliance Global Brands, Inc., Yorkshire Holdings, Inc., New Town Land Partners, Inc., and Emperador Distillers, Inc. Ms. Tan graduated from St. Scholastica's College with a degree in Nutrition.



*Kevin Andrew L. Tan*

Mr. Tan, 36 years old, Filipino, is currently the Executive Director of the Company and a director since 20 April 2012. He holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/Years
Global-Estate Resorts, Inc.	Director	June 24, 2014	June 30, 2016	2
Empire East Land Holdings, Inc.	Director	June 09, 2015	June 14, 2016	1

Mr. Tan has over 11 years of experience in retail leasing, marketing and operations. He currently heads the Commercial Division of Megaworld Corporation, which markets and operates the Megaworld Lifestyle Malls, including Eastwood Mall and The Clubhouse at Corinthian Hills in Quezon City, Venice Piazza at McKinley Hill and Burgos Circle at Forbestown Center, both in Fort Bonifacio, California Garden Square in Mandaluyong City, Newport Mall at Resorts World Manila in Pasay City, and Lucky Chinatown Mall in Binondo, Manila. He is a Director of Emperador Distillers, Inc., and of Alliance Global Brands, Inc., Anglo Watsons Glass, Inc., Yorkshire Holdings, Inc., The Bar Beverage, Inc., Emperador Brandy, Inc., New Town Land Partners, Inc., and Consolidated Distillers of the Far East, Inc. He holds a degree in Business Administration major in Management from the University of Asia and the Pacific.

*Alejo L. Villanueva, Jr.*

Mr. Villanueva, 75 years old, Filipino, has served as an *Independent Director* since August 2001. He also holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/Years
Emperador Inc.	Independent Director	Aug 2013	May 16, 2016	3
Empire East Land Holdings, Inc.	Independent Director	June 2007	June 14, 2016	9
Suntrust Home Developers, Inc.	Independent Director	Oct 2012	October 27, 2015	3

He is concurrently Director of First Capital Condominium Corporation, a non-stock non-profit corporation. He is also the Chairman of Ruru Courier Systems, Inc. and Vice Chairman of Public Relations Counselors Foundations of the Philippines, Inc. He is a professional consultant who has more than twenty years of experience in the fields of training and development, public relations, community relations, institutional communication, and policy advocacy, among others. He has done consulting work with the Office of the Vice President, the Office of the Senate President, the Commission on Appointments, the Securities and Exchange Commission, the Home Development Mutual Fund, the Home Insurance Guaranty Corporation, Department of Agriculture, Philippine National Railways, International Rice Research Institute, Rustan's Supermarkets, Louis Berger International (USAID-funded projects on Mindanao growth), World Bank (Subic Conversion Program), Ernst & Young (an agricultural productivity project), Chemonics (an agribusiness project of USAID), Price Waterhouse (BOT program, a USAID project), Andersen Consulting (Mindanao 2000, a USAID project), Renardet S.A. (a project on the Privatization of MWSS, with World Bank funding support), Western Mining Corporation, Phelps Dodge Exploration, and Marubeni Corporation. Mr. Villanueva obtained his bachelor's degree in Philosophy from San Beda College, summa cum laude. He has a master's degree in Philosophy from the University of Hawaii under an East-West Center Fellowship. He also took up special studies in the Humanities at Harvard University. He studied Organizational Behavior at INSEAD in Fontainebleau, France. He taught at the Ateneo Graduate School of Business, the UST Graduate School, and the Asian Institute of Journalism.

*Dina D. Inting*

Ms. Inting, 56 years old, Filipino, has served as First Vice President for Finance since January 1996 and at present its Compliance Officer and Corporate Information Officer. She holds position in the following other listed company:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Emperador Inc.	Compliance Officer and Corporate Information Officer	Aug 2013	May 16, 2016	3

She is currently director of Progreen Agricornp, Inc. She gained an extensive experience in the fields of audit, comptrollership, treasury, finance, branch operations and personnel management from her previous employments. She is a Cum Laude graduate of Bachelor of Science in Commerce major in Accounting, Honors Program, at the Philippine College of Commerce (Polytechnic University of the Philippines), holds a certificate in Organizational Development from the Ateneo de Manila University, and is a Certified Public Accountant.

*Dominic V. Isberto*

Mr. Isberto, 41 years old, Filipino, has served as Corporate Secretary since September 2007. He also holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Global-Estate Resorts, Inc.	Corporate Secretary and Assistant Corporate Information Officer	Jan 2011	June 30, 2016	5
Emperador Inc.	Corporate Secretary	Aug 2013	May 16, 2016	3

He is also the Corporate Secretary of Twin Lakes Corporation, Eastwood City Estates Association, Inc., Suntrust Properties, Inc. and Fil-Estate Properties, Inc. He is currently a Senior Assistant Vice President for Corporate Management of Megaworld Corporation, where he is responsible for negotiation, preparation and review of lease agreements for office and retail tenants, the preparation and review of joint venture and sale and purchase agreements for the acquisition of property, loan agreements, and other corporate contracts and agreements, and directly handles legal cases. Mr. Isberto has experience in litigation and banking and corporate law. He has a degree in Management Engineering from the Ateneo de Manila University and obtained his Bachelor of Laws degree from the University of the Philippines.

*Rolando D. Siatela*

Mr. Siatela, 55 years old, Filipino, has served as Assistant Corporate Secretary since August 2002. He also holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Suntrust Home Developers, Inc.	Corporate Secretary and Corporate Information Officer	May 2006	October 27, 2015	9
Megaworld Corporation	Assistant Corporate Secretary	Oct 2006	June 17, 2016	10
Global-Estate Resorts, Inc.	Assistant Corporate Secretary	Jan 2011	June 30, 2016	5
Emperador Inc.	Assistant Corporate Secretary	Aug 2013	May 16, 2016	3

He is a member of the board of Asia Finest Cuisine, Inc. and also serves as Corporate Secretary of Oceanic Realty Group International, Inc., ERA Real Estate, Inc. and ERA Real Estate Exchange, Inc.,

and as Documentation Officer of Megaworld Foundation, Inc. He is at present an Assistant Vice President in Megaworld Corporation. He was employed as Administrative and Personnel Officer with Batarasa Consolidated, Inc. and served as Assistant Corporate Secretary and Chief Administrative Officer of The Andresons Group, Inc.

*Procedure for Nomination and Election of Independent Directors*

Pursuant to Article II, Section 2 of the Company's By-Laws (amended as of July 20, 2005 by the Board of Directors and as of August 26, 2005 by the Stockholders), the nomination and election of independent directors shall be conducted in accordance with SRC Rule 38.

SRC Rule 38 provides that the nomination and election of independent directors shall be conducted in accordance with the following rules:

1. Nomination of independent directors shall be conducted by the Nomination Committee prior to a stockholders' meeting. All recommendations shall be signed by nominating stockholders and shall bear the conformity of the nominees.
2. The Nomination Committee shall pre-screen the nominees and prepare a final list of candidates.
3. The final list of candidates shall contain the business and/or professional experience of the nominees for independent directors, which list shall be made available to the Commission and to all stockholders through the filing and distribution of the Information Statement, in accordance with SRC Rule 20, or in such other reports the Company is required to submit to the Commission. The name of the person or group of persons who recommended the nominees for independent directors shall be identified in such report including any relationship to the nominees.
4. Only nominees whose names appear in the final list of candidates shall be eligible for election as independent directors. No other nominations shall be entertained after the final list of candidates shall have been prepared. No further nominations shall be entertained or allowed on the floor during the actual annual stockholders' meeting.
5. The conduct of the election of independent directors shall be made in accordance with the standard election procedures of the Company in its By-laws, subject to pertinent laws, rules and regulations of the Commission.
6. It shall be the responsibility of the Chairman of the Meeting to inform all stockholders in attendance of the mandatory requirement of electing independent directors. He shall ensure those independent directors are elected during the stockholders' meeting.
7. In case of failure of election for independent directors, the Chairman of the Meeting shall call a separate election during the same meeting to fill up the vacancy.

The Company is required to have at least two (2) independent directors in its Board of Directors, who are each independent of management and free from any business or other relationship which could, or could reasonably be perceived to, materially interfere with his exercise of independent judgment in carrying out his responsibilities as a director in the Company. An independent director should have at least one (1) share of the Company's common stock, a college graduate or has been engaged or exposed to the business for at least five (5) years, and possesses integrity/probity and assiduousness. Pursuant to SEC Memorandum Circular 9-2011, an Independent Director can serve for five (5) consecutive years to be counted from January 2012, provided that service for a period of at least six (6) months shall be equivalent to one (1) year, regardless of the manner by which his position was relinquished or terminated. After completion of the 5-year service period, an Independent Director shall be ineligible for election as such in the same company unless he has undergone a "cooling off" period of 2 years after which he can be re-elected in the same company and serve for another 5 consecutive years. A person who has served as Independent Director for 10 years in the same company shall be perpetually barred from being elected as an Independent Director in the same company, without prejudice to being elected in other companies outside of the business conglomerate. There shall be no limit in the number of covered companies that a person may be elected as Independent Director, except in business conglomerates where he can be elected to only five (5) companies of the conglomerate, *i.e.*, parent company, subsidiary or affiliate.

### *Nominees*

Directors are elected annually by the stockholders at the annual stockholders' meeting to serve until the election and qualification of their successors. The Nomination Committee composed of Alejo L. Villanueva, Jr. as Chairman and Kevin Andrew L. Tan and Winston S. Co as members accept nominees to the Board of Directors, including nominees for independent directors. The Committee is responsible for screening and qualifying the list of nominees. The following is the complete and final list of nominees for members of the Board of Directors:

1. Andrew L. Tan
2. Sergio R. Ortiz-Luis, Jr. - Independent Director
3. Kingson U. Sian
4. Katherine L. Tan
5. Winston S. Co
6. Kevin Andrew L. Tan
7. Alejo L. Villanueva, Jr. - Independent Director

This year's nominees for directors include two persons who qualify as independent directors. The President, Mr. Kingson U. Sian, nominated the incumbent Independent Director, Mr. Sergio R. Ortiz-Luis, Jr., for another term, while Mr. Winston S. Co nominated the other incumbent Independent Director, Mr. Alejo L. Villanueva, Jr., for another term. Messrs. Sian and Ortiz-Luis, Jr. and Co and Villanueva, Jr. are not related by consanguinity or affinity up to the fourth civil degree. The Nomination Committee reviewed the qualifications of Messrs. Ortiz-Luis, Jr. and Villanueva, Jr. and they do not possess any of the disqualifications enumerated under the law and in the Code of Corporate Governance (Their respective profiles are presented on the preceding pages). Having found them duly qualified, the Nomination Committee endorsed the nomination of Messrs. Sergio R. Ortiz-Luis, Jr. and Alejo L. Villanueva, Jr. as candidates for Independent Directors for the ensuing year.

### *Disagreements with the Company*

No director has resigned or declined to stand for re-election to the Board of Directors since the date of the last annual stockholders' meeting because of a disagreement with the Company on any matter relating to the Company's operations, policies or practices.

### *Significant Employees*

The Company does not have significant employees, *i.e.*, persons who are not executive officers but expected to make significant contribution to the business.

### *Family Relationships*

Chairman/CEO Andrew L. Tan is married to Treasurer/Director Katherine L. Tan and Executive Director Kevin Andrew L. Tan is their son. Kevin Andrew L. Tan also serves as Director of listed companies Empire East Land Holdings, Inc. and Global-Estate Resorts, Inc. while another son, Kendrick Andrew L. Tan, is a Director of listed company Emperador Inc. and Corporate Secretary and Executive Director of Emperador Distillers, Inc. Both siblings are also currently serving as directors of Emperador Distillers, Inc., Anglo-Watsons Glass, Inc., Newtown Land Partners, Inc., and Yorkshire Holdings, Inc.

### *Involvement in Legal Proceedings*

The Company has no knowledge of any of the following events that occurred during the past five (5) years up the date of this report that are material to an evaluation of the ability or integrity of any director, nominee for election as director, or executive officer:

- Any bankruptcy petition filed by or against any business of which such person was a general partner or executive officer either at the time of the bankruptcy or within two years prior to that time;
- Any conviction by final judgment in a criminal proceeding, domestic or foreign, or being subject to a pending criminal proceeding, domestic or foreign, excluding traffic violations and other minor offenses;
- Being subject to any order, judgment, or decree, not subsequently reversed, suspended or vacated, of any court of competent jurisdiction, domestic or foreign, permanently or

temporarily enjoining, barring, suspending or otherwise limiting his involvement in any type of business, securities, commodities or banking activities; and

- Being found by a domestic or foreign court of competent jurisdiction (in a civil action), the Commission or comparable foreign body, or a domestic or foreign Exchange or other organized trading market or self-regulatory organization, to have violated a securities or commodities law or regulation, and the judgment has not been reversed, suspended, or vacated.

#### *Certain Relationships and Related Transactions*

The Company and its subsidiaries, in the ordinary course of business, engage in transactions with affiliates. The Company's policy with respect to related party transactions is to ensure that these are entered on terms comparable to those available from unrelated third parties. Inter-company transactions between and among the Company and its subsidiaries are eliminated in consolidation and thus are no longer reflected in the consolidated financial statements. These primarily consisted of the following:

- Cash advances for financial requirements. Entities within the Group obtain advances from the parent and/or other entities and associates for working capital or investment purposes. There are also certain expenses that are paid in behalf of other entities.
- Lease of manufacturing facilities. AGI leases the glass manufacturing plant property to AWGI, and TEI leases the brandy manufacturing plant property to EDI.
- Lease of parcels of land. GARC leases out these lots to GADC.
- Lease of office spaces. MEG leases out office and parking spaces to AGI, subsidiaries, and affiliates.
- Purchase and sale of real estate, services and rentals. Real estate properties are bought or sold based on price lists in force with non-related parties. Services are usually on a cost-plus basis allowing a margin ranging 20%-30%. Commissions for marketing services are based on prevailing market rates.
- Supply of glass bottles. AWGI supplies the new bottle requirements of EDI.
- Receivables from subsidiaries/franchisees. GADC supplies restaurant equipment, food, paper and promotional items to all franchisees, including affiliated restaurants, at normal market prices through a third party service provider.

Major related party transactions have been disclosed in Note 29 to the consolidated financial statements appearing elsewhere in this report.

Except for the material related party transactions described therein, there has been no material transaction during the last two years, nor is there any material transaction currently proposed, to which the Company was or is to be a party, in which any director or executive officer, any nominee for election as director, stockholder of more than ten percent (10%) of the Company's voting shares, and any member of the immediate family (including spouse, parents, children, siblings, and in-laws) of any such director or officer or stockholder of more than ten percent (10%) of the Company's voting shares had or is to have a direct or indirect material interest.

#### **Item 6. Compensation of Directors and Executive Officers**

##### *Name and Principal Position*

Andrew L. Tan, Chairman and Chief Executive Officer  
 Sergio R. Ortiz-Luis, Jr., Vice Chairman and Independent Director  
 Kingson U. Sian, President and Chief Operating Officer  
 Katherine L. Tan, Treasurer  
 Winston S. Co, Director  
 Kevin Andrew L. Tan, Executive Director  
 Alejo L. Villanueva, Jr., Independent Director  
 Dina D. Inting, FVP-Finance  
 Dominic V. Isberto, Corporate Secretary  
 Rolando T. Siatela, Asst. Corporate Secretary

The officers receive fixed salary on a monthly basis from the respective subsidiaries or businesses they principally handle. No compensation was received from AGI, the holding company, and neither will there be for 2016, except for an allowance for Mr. Kingson U. Sian which started in February 2007. In 2014 and 2015, directors received a total of Php525,000 each year as per diem, and for 2016 the same amount is expected to be paid.

On July 27, 2011, the Board of Directors of the Company approved an Executive Stock Option Plan (the "Plan") and this was approved on September 20, 2011 by stockholders holding at least 2/3 of the outstanding capital stock. The purpose of the Plan is to enable the key Company executives and senior officers who are largely responsible for its further growth and development to obtain an ownership interest in the Company, thereby encouraging long-term commitment to the Company. The Plan is being administered by the Compensation and Remuneration Committee of the Board, composed of the following: Alejo L. Villanueva, Jr., Independent Director, as Chairman, and Winston S. Co and Kevin Andrew L. Tan as members.

Under the Plan, the Company shall initially reserve for exercise of stock options up to approximately three percent (3%) of the Company's outstanding shares to be issued, in whole or in part, out of the authorized but unissued shares. Stock options may be granted within ten (10) years from the adoption of the Plan and may be exercised within seven (7) years from date of grant. The exercise price shall be at a 15% discount from the volume weighted average closing price of the Company's shares for nine (9) months immediately preceding the date of grant. The options shall vest within three (3) years from date of grant and the holder of an option may exercise only a third of the option at the end of each year of the three (3) year period. The Company shall receive cash for the stock options.

An Option Holder may exercise in whole or in part his vested Option provided, that, an Option exercisable but not actually exercised within a given year shall accrue and may be exercised at any time thereafter but prior to the expiration of said Option's Life Cycle. As of this time, the Company cannot determine if options can be exercised with less than forty percent (40%) of the total price of the shares so purchased. The Company does not provide or arrange for loans to enable to qualified participant to exercise their options.

Based on the following list of Options granted, all of the 2011 Options have vested as of December 2014 and all of the 2013 Options has vested as of March 2016 but, as of today, no vested options have been exercised.

Name	Number of Outstanding Options	Date Issued	Exercise Price
Andrew L. Tan	21,000,000	19 December 2011	Php9.175
	48,000,000	14 March 2013	Php12.9997
Kingson U. Sian	15,000,000	19 December 2011	Php9.175
Winston S. Co	10,500,000	19 December 2011	Php9.175
	3,000,000	14 March 2013	Php12.9997
Kevin Andrew L. Tan	6,000,000	14 March 2013	Php12.9997
All above-named officers	103,500,000		
All other grantees as a group unnamed	2,100,000		
TOTAL	105,600,000		

## Item 7. Independent Public Accountants

Punongbayan & Araullo (P&A), upon recommendation by the Audit Committee of the Board of Directors composed of Alejo L. Villanueva as Chairman and Sergio R. Ortiz-Luis, Jr. and Andrew L. Tan as members, was re-appointed by the stockholders as the principal external auditors for the years 2015 and 2014, and is again being recommended to the stockholders for re-election as the Company's principal external auditors for the year 2016. The selection of external auditors is made on the basis of credibility, professional reputation, accreditation with the Securities and Exchange Commission, and affiliation with a reputable foreign partner. The professional fees of the external auditors are approved by the Company after approval by the stockholders of the engagement and prior to the commencement of each audit season.

In compliance with SRC Rule 68 paragraph 3 (b) (iv) (Rotation of External Auditors), and as adopted by the Company, external auditors or engagement partners are rotated or changed every five years or less. Mr. Leonardo D. Cuaresma, Jr. was the lead engagement partner from 2009 to 2011. Ms. Mailene Sigue-Bisnar was the lead engagement partner for 2012- 2015 and will again be for the ensuing year.

Representatives of Punongbayan & Araullo are expected to be present at the Meeting. They will have the opportunity to make a statement if they desire to do so and are expected to be available to respond to appropriate questions.

### *External audit fees and services*

The respective fees billed by P&A for each of the last two fiscal years totaled P2,190,000 and P2,040,000 for the audit of 2015 and 2014 annual financial statements or services that are normally provided in connection with statutory and regulatory filings or engagements.

### *Tax fees and all other fees*

Other than the foregoing, there were no separate tax fees billed and no other products and services provided by P&A for the last two fiscal years.

All the above services have been approved by the Company, upon recommendation of the Audit Committee composed of Alejo L. Villanueva as Chairman and Sergio R. Ortiz-Luis, Jr. and Andrew L. Tan as members. The selection of external auditors and approval of external audit fees and services is made on the basis of credibility, professional reputation, accreditation with the Securities and Exchange Commission, and affiliation with a reputable foreign partner. The fees of the external auditors are approved by the Company after approval by the stockholders of the engagement and prior to the commencement of each audit season.

### *Changes in and disagreements with accountants on accounting and financial disclosure*

P&A, as principal auditors, issued an unqualified opinion on the consolidated financial statements. As such, there had been no disagreements with them on any accounting principles or practices, financial disclosures, and auditing scope or procedure.

### *Information Incorporated by Reference*

Financial Statements of the Company and its subsidiaries as of 31 December 2015 and 2014 and Interim Financial Statements of the Company and its subsidiaries as of 31 March 2016, as well as the Management's Discussion and Analysis of Operations and Financial Condition for the corresponding periods are included in the Company's Management Report and are incorporated herein by reference.

## **C. OTHER MATTERS**

### **Item 8. Action with Respect to Reports**

The minutes of the annual meeting of stockholders held on 15 September 2015 will be submitted to the stockholders for approval. The Minutes will refer to the adoption of stockholder's resolutions pertaining to the following matters:

1. Approval of Minutes of the Previous Annual Meeting
2. Appointment of Independent Auditors
3. Ratification of Acts and Resolutions of the Board of Directors, Board Committees and Management
4. Election of Directors

The approval or disapproval of the Minutes will constitute merely an approval or disapproval of the correctness of the minutes but will not constitute an approval or disapproval of the matters referred to in the Minutes.

### **Item 9. Other Proposed Action**

The stockholders will be asked to ratify all resolutions of the Board of Directors, Board Committees, and acts of Management adopted during the period covering 01 January 2015 up to the date of this meeting. These include, among others, the appointment of officers in the corporation, opening and maintenance of bank accounts and other bank transactions, approval and issuance of financial statements, declaration of cash dividend, appointment of proxies and nominees, designation of authorized contract signatories and representatives, appointment of attorneys-in-fact, and other similar activities of the Company.

### **Item 10. Voting Procedures**

#### *Vote Required*

In the election of directors, the seven (7) nominees garnering the highest number of votes will be elected as members of the board of directors, provided that there shall always be elected at least two (2) independent directors in the Company's board of directors.

For all other matters proposed to be acted upon, the vote of a majority of the outstanding capital stock will be required for approval.

#### *Method of Counting of Votes*

Each holder of common share will be entitled to one (1) vote with respect to all matters to be taken up during the Meeting; provided, that in the election of directors, each stockholder may vote such number of shares for as many persons as there are directors to be elected or may cumulate said shares and give one nominee as many votes as the number of directors to be elected multiplied by the number of his shares shall equal, or he may distribute them on the same principle among as many nominees as he shall see fit; provided further, that the total number of votes cast by him shall not exceed the number of shares owned by him multiplied by the number of directors to be elected.

There will be seven (7) persons to be elected to the Company's board of directors, including at least two (2) independent directors. In the event that the number of nominees to the board of directors exceeds the number of board seats, voting shall be done by ballot. However, if the number of nominees to the board of directors does not exceed the number of board seats, voting will be done by a show of hands. Election inspectors duly appointed during the meeting shall be responsible for counting the number of votes, subject to validation by representatives of Punongbayan & Arullo, the Company's external auditors.



**UNDERTAKING**


The Company undertakes to provide without charge to a stockholder a copy of the Annual Report on SEC Form 17-A upon written request addressed to Ms. Dina Inting, First Vice President for Finance and Corporate Information Officer, at 7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark, E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City, Metro Manila, Philippines.

**SIGNATURE**

After reasonable inquiry and to the best of my knowledge and belief, I certify that the information set forth in this report is true, complete and correct. This report is signed in Quezon City on 16 August 2016.

**ALLIANCE GLOBAL GROUP, INC.**

By:

  
**DINA D. INTING**  
First Vice President for Finance and  
Corporate Information Officer ✓

**MANAGEMENT REPORT  
AS REQUIRED BY SRC RULE 20  
INCLUDING FINANCIAL INFORMATION FOR SECOND QUARTER OF 2016**

**General Nature and Scope of Business**

*Alliance Global Group, Inc.* (“AGI” or “the Company”) is one of the leading conglomerates in the Philippines, with interests in property development, food and beverage manufacture and distribution, quick-service restaurants and integrated tourism development businesses. The Company and its subsidiaries and associates (“**the Group**”) operates a diversified range of businesses that focus on developing products and services that generally cater to the Philippine middle class.

Incorporated on October 12, 1993, AGI began operations in 1994 as a glass-container manufacturer after it acquired a glass manufacturing plant in Canlubang, Laguna. AGI initially listed its shares in the Philippine Stock Exchange (“PSE”) in 1999; after which in the same year, it obtained approval from the Securities and Exchange Commission (“SEC”) to broaden its primary business and become a holding company. Immediately, the Company began its diversification into the food and beverage and real estate industries, and, in 2005, into the quick-service restaurant business. In 2007, it reorganized to consolidate businesses controlled by Dr. Andrew L. Tan and family (“Tan family”), specifically in the distilled spirit manufacturing and property development. In 2008, the Company entered into integrated tourism development, with gaming activities, by partnering with a leading multinational leisure, entertainment and hospitality group. In 2011, AGI expanded its integrated tourism estate development outside of Metro Manila, particularly in the Calabarzon and Visayan regions. In 2013, the Group started expanding its spirits manufacturing business abroad as it acquired vineyard lands and assets in Spain while in 2014, the Group marched into a new territory with the acquisition of the 5<sup>th</sup> largest manufacturer of Scotch whisky in the world.

The Tan family beneficially owns a majority interest in AGI.

**a.2. Subsidiaries**

**EMPERADOR INC.**

*Emperador Inc.* (“EMP” or “Emperador”) is a publicly-listed domestic holding company which, through its subsidiaries, operates an integrated business of manufacturing, bottling, and distributing distilled spirits and other alcoholic beverages. Through **Emperador Distillers, Inc.** (“EDI”), EMP has established its identity in the Philippine alcoholic beverage business with the steady growth and production of high quality liquor. EDI, the Philippine’s largest liquor company and the world’s largest brandy producer, has a product portfolio that consist of its own brands as well as licensed products. Through **Whyte and Mackay Group Limited** (“WMG” or “Whyte and Mackay”) of United Kingdom, EMP has entered the global Scotch whisky business. WMG has a rich heritage of a Scottish spirits company, which is the fifth largest Scotch whisky business in the world, and its products are distributed in over 50 countries. With its most recent purchase of the brandy and sherry business from Beam Spain, S.L., through its indirect wholly-owned subsidiary **Bodegas Fundador S.L.U.** (“Bodegas Fundador”) [such purchase completed on 29 February 2016], EMP has fortified its brandy business and sherry wine business in Spain and United Kingdom. Bodegas Fundador has the largest and oldest brandy facility in Spain. At present, the Group has a wider range of products in its portfolio - from value to super premium - and an international reach to more than 50 countries.

EMP was incorporated on November 26, 2001 and first listed its shares on the PSE on December 19, 2011. It served as a platform for EDI to go public in 2013. In August to September 2013, AGI, EDI and EMP, which is substantially a shell company at this time, entered into a series of transactions whereby AGI acquired majority control over EMP and EMP acquired full ownership of EDI. EMP’s acquisition of EDI from AGI is accounted for similar to a reverse acquisition of a non-operating shell company, wherein the legal subsidiary, which is EDI, is deemed as the acquirer and the legal parent, which is EMP, is deemed as the acquired. EMP has 20 billion authorized capital stock, P16.12 billion of which are issued and outstanding as of December 31, 2015. Its consolidated total assets amounted to P98.26 billion as of December 31, 2015.

EDI is a leading manufacturer and distributor of distilled spirits in the Philippines. It produces three principal brands, namely, 'Emperador Brandy', 'Andy Player' whisky and 'The BaR' flavored alcoholic beverage (gin, vodka, tequila), manufactures 'Smirnoff Mule Vodka' under license from Diageo North America, Inc., and distributes Ernest & Julio Gallo wines in the Philippines. EDI began selling the 'Emperador Deluxe' brand in March 2013. In April 2015, it launched the ready-to-drink 'Smirnoff Mule' vodka and, a few months later, in October, reintroduced 'Andy Player' whisky, a popular drink in the 80s. EDI also sells the Whyte and Mackay products locally. EDI was incorporated on June 6, 2003 and sold to AGI by The Andresons Group, Inc. ("TAGI") and the Tan family on February 16, 2007. EDI has an authorized capital stock of 22 billion, of which 12.5 billion shares is outstanding and held by EMP as of December 31, 2015.

It operates two manufacturing plants in Laguna, Philippines. EDI has its own distillery plant which was acquired in February 2013 from The Consolidated Distillers of the Far East, Inc. ("Condis") of the Tan family. Another distillery plant is under construction.

Emperador procures its new bottles from *Anglo Watsons Glass, Inc.* ("AWG"), a wholly-owned domestic subsidiary of EDI, which caters principally to EDI's requirements. AWG operates a glass container manufacturing plant in Laguna on a 24-hour shift. AWG was incorporated on July 22, 1999 to handle the spun-off glass container manufacturing business of AGI, and EDI acquired it from AGI in June 2012. AWG has P405,750,000 authorized capital stock divided into 400 million common shares and 115,000,000 preferred shares, fully subscribed and paid up capital as at end-2015.

In 2013, Emperador embarked on acquisitions in Spain which include the Bodega San Bruno, the San Bruno trademark, vineyards, and sizable inventory of high-quality well-matured brandy from Gonzalez Byass S.A., one of the largest and oldest liquor and wine conglomerate in Spain. Under a supply agreement with Gonzalez Byass, the Emperador Deluxe Spanish Edition is produced and bottled in Spain and exported to the Philippines where it started selling in March 2013. In 2014, Gonzales Byass agreed to give Emperador 50% participation in Bodega Las Copas, a fully integrated brandy production company that it owns. On November 27, 2015, the Spanish brandy and sherry business was purchased from Beam Suntory Inc. which includes Spain's largest and oldest brandy cellars with sizeable brandy inventory aged more than 50 years; four iconic brands including 'Fundador Brandy de Jerez'; production and bottling facilities, vineyards, distillery and wine facilities [the purchase was completed on February 29, 2016 under Bodegas Fundador SLU]. The Spanish investments and operations are all under Grupo Emperador Spain, a wholly-owned subsidiary of Emperador Asia Pte Ltd who is, in turn, wholly owned by Emperador International Limited ("EIL"), an investment and holding company incorporated in the British Virgin Islands on December 13, 2006. Both EMP and EDI have investments in EIL that account to 100%. The Spain group owns vineyard estates in Toledo and in Madrid. The main industrial facilities are located at Jerez de la Frontera in Cadiz and Tomelloso in Ciudad Real.

On October 31, 2014, Whyte and Mackay Group Limited ("WMG" or "Whyte and Mackay") and subsidiaries were folded into the Emperador group, as a deal signed on May 9, 2014 between Emperador UK Limited ("EUK") and United Spirits (Great Britain) Limited, an indirect wholly-owned subsidiary of United Spirits Limited ("USL") of India, was completed for an enterprise value of £430 million. USL (the world's largest spirits company by volume) was forced to put Whyte and Mackay up on sale because of UK anti-trust concerns, when London-based Diageo Plc (the world's leading premium drinks manufacturer) gained controlling interest in USL. EUK is wholly-owned by Emperador Holdings (GB) Limited which is in turn wholly-owned by EIL.

Whyte and Mackay is the fifth largest Scotch whisky manufacturer in the world with a history of more than 170 years and ownership of some of the most iconic Scotch brands in the industry, including British luxury brand 'The Dalmore Single Highland Malt', 'Jura Premium Single Malt', and 'Whyte & Mackay Blended Scotch Whisky'. The products are distributed in more than 50 countries mainly in Europe and North America, with strong presence in the global travel retail space. WMG, the immediate parent and smallest consolidating group, was incorporated on August 7, 2001 in Scotland. The main trading entity and a wholly owned subsidiary is Whyte and Mackay Limited ("WML"),

incorporated on January 20, 1927 in Scotland, the principal activity of which is the production, marketing and distribution of distilled potable alcoholic drinks which include Scotch whisky, vodka, liqueurs and other alcoholic drinks. The other two active wholly-owned entities are Whyte and Mackay Warehousing Ltd. (“WMW”), incorporated in Scotland, and Whyte and Mackay Americas Ltd, LLC (“WMA”), incorporated in the United States of America. WMW’s principal activity is the warehousing and blending of bulk whisky for related and third party customers while WMA, a direct subsidiary of WML, was formed to handle Whyte and Mackay’s business portfolio in US market. There are forty-one dormant companies within WMG Group that have been retained for branding purposes.

On December 4, 2014, with the completion of the Whyte and Mackay acquisition as a condition precedent to its entry, Singapore sovereign wealth fund GIC Private Ltd. (“GIC”), through its private equity arm, Arran Investment Pte. Ltd. (“Arran”) initially invested P17.6 billion in the Company split into 70%-equity and 30%-equity-linked securities debt (“ELS”), which is convertible to equity between 2 to 7 years, plus an option to acquire more EMP shares. Through this initial investment, Arran acquired 7% ownership interest in EMP and AGI’s 88% was diluted to 81%. Whyte and Mackay is headquartered in Glasgow and has significant malt and grain production capability from its four malt distilleries and one large grain distillery. It also has a leased bottling facility.

### **MEGAWORLD CORPORATION**

*Megaworld Corporation* (“MEG” or “Megaworld”), a publicly-listed domestic company, is one of the leading property developers in the Philippines and it pioneered the “live-work-play-learn” lifestyle concept for large-scale, mixed-use planned communities or townships that integrate residential, commercial, leisure and entertainment, and educational/training components. Megaworld has three primary business segments: (1) real estate sales of residential and office developments, (2) leasing of office space, primarily to business process outsourcing (“BPO”) enterprises, and retail space, and (3) management of hotel operations.

It was incorporated on August 24, 1989. While initially MEG builds only high-end residential condominiums and commercial properties on a stand-alone basis, in 1996, it began to focus on the mixed-used communities in response to the demand for lifestyle convenience of having quality residences in close proximity to office and leisure facilities, primarily for the middle-income market. Its first venture under this set-up is Eastwood City in Quezon City, which is the country’s first cyberpark. It now has several community townships across Metro Manila, Cebu, Iloilo and Davao plus residential condominium projects in Metro Manila. MEG also engages in other property related activities such as project design, construction oversight and property management. It owns and operates the Richmonde Hotel Ortigas in Pasig City and Eastwood Richmonde Hotel in Quezon City through a wholly-owned subsidiary, *Prestige Hotels & Resorts, Inc.* Megaworld has P40.2 billion authorized capital stock and P32.4 billion paid-up capital (both common and preferred stock) as at end-2015. Its consolidated total assets amounted to 251.68 billion as at December 31, 2015.

From 46% effective ownership interest in MEG in 2007, AGI increased its effective ownership interest in MEG thereafter through purchases in the market, exercise of stock rights and warrants, and subscription to new shares. By end-2015, AGI holds 67% effective interest in MEG.

In June 2014, in a move to consolidate all its real estate businesses under MEG, and to enable MEG to focus on the real estate business, AGI sold its stake in Global-Estate Resorts, Inc. (“GERI”) to MEG and MEG, in turn, sold its shares in Travellers International Hotel Group, Inc. (“Travellers”) to AGI. Megaworld’s acquisition of GERI also signaled its official entry to the country’s tourism industry.

*Global-Estate Resorts, Inc.* (“GERI”), a publicly listed domestic company incorporated on May 18, 1994, is one of the leading property developers in the country and is engaged in the development of horizontal residential subdivisions, residential and golf communities, integrated tourism and leisure estates and mixed-use townships. With its prime land bank located strategically in key tourist spots outside Metro Manila, with a large portion of which in Sta. Barbara in Iloilo, Tagaytay City, Laurel and Nasugbu in Batangas, and Boracay, GERI is well-positioned to set new standards in the country’s

tourism industry. It has P20 billion authorized capital stock, P10.986 billion of which was subscribed and paid-up as of December 31, 2015. Total assets reported as at end-2015 amounted to P39.7 billion.

AGI acquired 60% interest in GERI in January 2011. With the capital infusion, GERI was able to pay its interest-bearing loans and pursue its development plans. In 2013, GERI doubled its authorized capital stock, of which Megaworld subscribed to 25% of the said increase; this together with indirect holdings translates to Meg's 24.7% beneficial ownership in GERI at end-2013. As at end-2015, Megaworld holds 82.26% of GERI.

*Empire East Landholdings, Inc.* ("Empire East" or "ELI"), a publicly-listed domestic company under the Megaworld group, was incorporated on July 15, 1994. It specializes in multi-cluster condominium projects and multi-phase subdivision developments in key locations in Metro Manila and Laguna. Laguna Bel-Air is ELI's flagship township project while Pioneer Woodland's is its first transit-oriented development in Mandaluyong City. ELI is 81.73% owned by Megaworld.

*Suntrust Properties, Inc.* ("SPI"), incorporated on November 14, 1997, develops master-planned self-sustaining residential communities and condominiums in Cavite, Laguna, Batangas, Baguio, Davao and Metro Manila that provide affordable homes for the low- to moderate-income families. The developments focus on space-saving and functionality features. In March 2011, MEG acquired 50% majority interest in SPI. In 2013, MEG acquired 100% ownership by buying out the minority interests of Empire East and another related party.

#### **TRAVELLERS INTERNATIONAL HOTEL GROUP, INC.**

*Travellers International Hotel Group, Inc.* ("Travellers" or "RWM"), a publicly-listed company since November 5, 2013, is the developer and operator of Resorts World Manila ("RWM"), the first integrated tourism resort in the Philippines that combines privately-operated gaming facilities with hotel, retail, dining, entertainment and other leisure amenities. The Company was awarded one of the first licenses issued by the Philippine Amusement and Gaming Corporation (PAGCOR) in June 2008 to construct and operate integrated leisure and gaming facilities to an international standard with the goal of enhancing tourism in the Philippines. Resorts World Manila, the first site to be completed, opened in August 2009. Construction works in the second site, Westside City Resorts World ("WCRW") [Bayshore City Resorts World ("BCRW")], commenced in October 2014.

Travellers was incorporated on December 17, 2003. It is AGI's first integrated tourism vehicle in Metro Manila in a partnership deal inked in August 2008 with Malaysia-based Genting Group through Genting Hong Kong Limited ("GHK"). Genting Group is a recognized global leader with over 45 years to its credit in leisure and hospitality, gaming and entertainment, and integrated resort business, known for such premier leisure brands as 'Resorts World', 'Maxims', 'Crockfords' and 'Awana'. GHK, on the other hand, has international experience as an owner and operator of casino and gaming businesses, operator of passenger cruise ships and provider of cruise-related leisure, entertainment and hospitality services. Its shares are listed on the The Stock Exchange of Hong Kong Limited and traded on the GlobalQuote of the Singapore Exchange Securities Trading Limited.

Travellers has P10 billion authorized capital stock (common and preferred shares), of which P1.68 billion is outstanding as at end-2015. AGI's ownership interest is accounted through direct holding of 25.12% and indirect holdings through its subsidiaries Megaworld, First Centro, Inc. and Adams Properties, Inc. ("Adams") which hold 1.84%, 4.49% and 22.47%, respectively, of Travellers' outstanding common shares. Adams holds 83.3% of outstanding preferred shares. Travellers has consolidated total assets of P69.77 billion as at end-2015.

#### **GOLDEN ARCHES DEVELOPMENT CORPORATION**

*Golden Arches Development Corporation* ("GADC") is a domestic corporation engaged in the operations and franchising of quick service restaurant business under the McDonald's brand in the Philippines and in accordance with the master franchise agreement with McDonald's Corporation ("MCD"), a company incorporated in Delaware and with principal offices in Illinois, USA. GADC was incorporated on July 16, 1980. It has P99.44 million authorized and paid up common capital stock,

49% of which is held by AGI and the rest by its founder, Mr. George Yang and his family. Its consolidated total assets amounted to P14.28 billion at end-2015.

AGI acquired its 49% interest in GADC on March 17, 2005 from McDonald's Restaurant Operations, Inc. ("MRO"), a subsidiary of MCD, both foreign corporations incorporated in the USA. MRO holds all of GADC's preferred shares.

*Golden Arches Realty Corporation* ("GARC") leases solely to GADC parcels of land where McDonald's restaurants and warehouses are situated. It was incorporated on June 25, 2001 and, at present, has P99.4 million authorized and issued common shares, 49% of which is held by AGI.

### ***a.3. Bankruptcy or Similar Proceedings and Significant Assets not in Ordinary Course***

The Company and its subsidiaries have not been involved in any bankruptcy, receivership or similar proceedings. Likewise, there were no other material reclassifications, merger, consolidation, or purchase or sale of a significant amount of assets not in the ordinary course of business.

### ***b. Business Description***

AGI is a holding company with interests in the food and beverage business (manufacturing and trading of consumer products), real estate (investment in and development of real estate, lease of properties, hotel operations and tourism resorts businesses), tourism-entertainment and gaming, and quick service restaurant (McDonald's). Through its subsidiaries and associates, the Company focuses on providing and developing products and services that cater to the needs, demands and aspirations of the country's middle-income sector. The Company believes that it is well positioned to benefit from consumer demand driven by the expected growth of this sector.

#### ***b.1. Principal Products Or Services And Their Markets***

##### **EMPERADOR**

Emperador Brandy is the first brandy label launched in 1990. Prior to its introduction, the Philippine spirits industry was dominated by longstanding and well-established gin and rum manufacturers. Through dynamic marketing and by establishing a reputation for product quality, EDI created demand for brandy in the Philippine spirits market following the launch of Emperador Brandy. The Company believes that the 'Emperador' brand, which is marketed as a premium brand, has been the market leader among brandies in the Philippines in terms of sales volume since 1990. In 2010, EDI introduced the first light brandy, Emperador Light, to capture the taste preferences of Filipino consumers. In 2013, with the introduction of Emperador Deluxe, EDI becomes the first to bring an imported liquor brand produced entirely in Spain that focuses on the Philippine market. Emperador enjoys 47% share of national sales volume of total spirit products. EDI produces brandy products that had more than 92% share of the Philippine brandy market in terms of sales volume (source: AC Nielsen Retail Audit Report full year 2015).

'Emperador Brandy', at 72 proof, targets the relatively mature consumers 30 years old and above and is marketed in 1 liter, 1.5 liters, 750 ml and 375 ml bottles. 'Emperador Light', at 55 proof of extra smooth full body in 350ml, 500 ml, 750 ml and 1-liter bottles, currently comprises more than 90% of the Group's alcoholic beverage sales. Emperador Brandy has won recognition as a trusted brand and has been recognized as the number one selling brandy in the world in terms of volume sold.

'Emperador De luxe Spanish Edition' was introduced in the market in March 2013. This premium product is bottled in Spain and is created specifically to appeal to the Philippine palate.

'Andy Player Whisky', a popular drink in the '80s, is revived in October 2015. The new whisky blend has a unique character, rich aroma and complex taste which include orange marmalade and maple syrup.

The BaR, the country's first flavored vodka, gin, and tequila beverage brand, was soft launched in November 2008 (grand launch in April 2009). The BaR is marketed as a ready-to-serve flavored alcoholic beverage with low alcohol content - light fruity and very easy to drink. In 2012, 'The BaR Cocktails Margarita' line was launched. 'The BaR' products target a younger demographic, specifically, the 18 to 35 year old age bracket.

'Smirnoff Mule', a ready-to-drink blend of Smirnoff Vodka, ginger beer, and lime, was launched on April 28, 2015. It is a classic iconic drink that delivers a smooth, full flavored refreshment with a unique ginger taste. It is known as 'Mule' because of its premium vodka, ginger beer and lime, creating a ginger kick effect. The "Stubbornly Refreshing" drink is being manufactured and distributed in the Philippines, under license from Diageo North America, Inc.

Flint glass containers in the form of bottles and jars are produced based on customers' specifications. Flints are plain transparent glass that could be processed into a variety of shapes and sizes for use in wines, liquors, juices, soft drinks, food preserves, sauces and flavorings. At present, glass containers are produced and supplied primarily to EDI.

Certain wines from the E. & J. Gallo Winery in California, USA are distributed in the Philippines. These include the following labels, among others: Carlo Rossi, Wild Vines, Gallo Family Vineyards, Red Rock, Turning Leaf, and Boone's Farm fruity-flavored beverages.

Emperador products are sold throughout the Philippines.

Scotch whisky is Scotland's leading indigenous product and is now established as the leading international spirit drink, making it one of Britain's most important exports. It is a distilled spirit made (distilled and matured) in Scotland only. Most whiskies mature far longer than the legal minimum of three years, and the maturation period varies for different whiskies. The age statement on a bottle reflects the amount of time the youngest whisky in that bottle has spent maturing in a cask. Whyte and Mackay offers Single Malt and Blended Scotch whiskies, liqueurs and vodkas, under the following key brands:

'The Dalmore Single Malt Scotch Whisky' sits at the apex of the category in which it competes. It is positioned as super premium and luxury brand. The Dalmore's 'To The Brave' proposition is built on a heritage that is rooted in the saving of King Alexander III of Scotland from being gored by a raging stag with a single arrow in 1263 by an ancestor of Mackenzie clan. The grateful king granted him the right to bear a stag's head in his coat of arms and so every bottle of The Dalmore is adorned with this noble emblem: a stag's head with twelve points to its antlers, signifying a 'royalty'. The Mackenzie family ran the Dalmore distillery from the mid 1800's until Whyte and Mackay took over. It is considered the most revered single malt whisky in the world and is renowned for rare editions that have sold for industry redefining prices, including the most expensive bottle ever sold in a retail store.

'Jura Single Malt Scotch Whisky' is a premium Scotch whisky that is considered an accessible single malt whisky. It is produced at the only distillery on the Isle of Jura, a very remote island off the west coast of Scotland. This brand is built upon a captivating island environment that has two distinct sides, the wild, rugged west and the temperate east. Jura's uncommon nature is reinforced by the split production of both peated and unpeated malt whiskies in the same distillery, reflecting the two sides of the island. The Jura Rare collection offers one or two vintages every year, supported by a story, while the super premium Milestones offers a new release every few years.

The Whyte & Mackay blended Scotch whisky brand was recently repackaged and the brand will enjoy a new communication campaign this year to reinforce its unique Triple Maturation process that delivers a smoother, richer taste.

'Fettercairn' comes from Fettercairn distillery which was founded in 1824 and acquired by WMG in 1973. The arch and the unicorn are two symbols that are heavily associated with Fettercairn malts.

Liquers are alcoholic beverages made from a distilled spirit that has been flavored with fruit, cream, herbs, spices, flowers or nuts and bottled with added sugar or other sweetener. They are typically quite sweet, usually not aged for long but may have resting periods to allow flavors to marry. In this category belongs ‘Glayva’, a liqueur made from a blend of aged Scotch whiskies, a selected range of spices, Mediterranean tangerines, cinnamon, almonds and honey. It has a deep golden colour and a distinctive flavor.

‘Vladivar Vodka’ is a brand of vodka distilled in the UK. It is a Pure Grain, triple distilled, charcoal filtered vodka. Originally made in Warrington by the G & J Greenall distillery, the brand was sold in 1990 to Whyte and Mackay and is today bottled in Scotland.

‘John Barr’, ‘Cluny’ and ‘Claymore’ are positioned for mass market.

EDI continues premiumization of its product portfolio with the introduction of the pricey Whyte and Mackay Scotch whisky products in the local market, particularly ‘The Dalmore’ line. In October 2015, ‘Andy Player Black Blended Whisky’ was launched, with the aim of cultivating a whisky- drinking culture in the local market. Currently, the Philippine whisky sector is so small and Emperador believes, whisky can bring new business and lead a new category.

## **MEGAWORLD**

The Group’s pioneering “live-work-play-learn” concept for integrated mixed-use communities, or commonly known as townships in the Philippines, has enabled it to launch 371 buildings with a total area of close to 6.8 million sqm over the past 26 years. “Townships” integrate lifestyle convenience of having high quality residences in close proximity to office, commercial, educational, and leisure and entertainment facilities. The strategy is to lease all commercial and retail properties and sell all residential units. The Group launched five townships covering almost 1,000 ha of land in 2014 and another five covering almost 325 ha of land in 2015, bringing the total number of townships by end-2015 to twenty (20). These 20 townships are as follows:

1. Eastwood City is Megaworld’s first community township development on approximately 18 hectares of land in Quezon City, Metro Manila. It holds the distinction of being the Philippines’ first cyberpark, which provides offices with the infrastructure to support BPO and other technology-driven businesses on a 24-hour basis. The residential towers are designed according to a specific theme and style. The leisure and entertainment zone consists of Eastwood Mall, Eastwood Richmond Hotel and Eastwood Citywalk, a dining and entertainment hub, Eastwood Citywalk 2, an amusement center with a cinema complex, a billiard and bowling center, and restaurants and specialty shops. The Eastwood Richmond Hotel is adjacent to the Eastwood Mall.
2. Forbes Town Center is located on 5 hectares of land in Bonifacio Global City, Taguig, Metro Manila adjacent to the Manila Golf Club, the Manila Polo Club and the prestigious Forbes Park residential subdivision. Upon completion, Forbes Town Center has 12 residential towers which house more than 3,500 residential units. Upon completion, Forbes Town Center is expected to consist of residential, retail and entertainment properties. The focal point of activity in Forbes Town Center is the aptly named Forbes Town Road, a retail strip with 37 restaurants and shops that cater to the diverse needs of the residents of the community’s three Bellagio towers, six towers of Forbeswood Heights, two towers of Forbeswood Parklane, and the 53-storey Eight Forbes Town Road. This is connected to another Fort Bonifacio landmark, Burgos Circle, a leisure spot with residential condominiums and a small park. These commercial centers along with each of the condominiums’ convenient location and top- notch resort-style amenities form a lifestyle of absolute leisure.
3. The McKinley Hill is located on approximately 50 hectares of land in Fort Bonifacio, Taguig, Metro Manila. McKinley Hill consists of office, residential, retail, educational, entertainment and recreational centers. The residential zone consists of subdivision lots for low-density single-detached homes and low-rise (5 or 6-storey) garden villa clusters. The office properties will include the McKinley Hill Cyberpark which is a PEZA-designated IT special economic zone. The



leisure and entertainment zone is expected to have a Venetian theme and to consist of bars, restaurants, specialty shops, cinemas and sports complex. Three international schools, the Chinese International School, the Korean International School and Enderun College, a hotel management institution affiliated with *Les Roches* of Switzerland, will initially comprise the “learn” component of the township. McKinley Hill is likewise home to the British Embassy which relocated on a 1.2 hectare property and Korean Embassy which is located on a 5,8022 square meter site within the development.

4. Newport City is a community township located on 25 hectares of land at the Villamor Air Base, Pasay City, Metro Manila, across from the NAIA Terminal 3 and adjacent to the Villamor golf course. Newport City similarly integrates the live-work-play concept of Eastwood City, with the exception that it will be targeted towards tenants and buyers who consider proximity to the NAIA Terminal 3 an advantage. The residential zone will consist of eight- to nine-storey medium-rise buildings. The corporate zone is expected to be comprised of office buildings. The Company expects to establish a PEZA special economic zone cyberpark at Newport City. The leisure and entertainment zone is expected to consist of bars, restaurants, retail and tourist oriented shops, which are designed to complement the office and residential buildings in the community township.

Newport City is home to Resorts World Manila, which is a leisure-and-entertainment complex comprising gaming facilities, restaurants, hotels, and shopping outlets, which opened in August 2009. The hotel zone includes Marriott Hotel Manila, Maxims Hotel and Remington Hotel which are under Travellers; and Belmont Luxury Hotel and Savoy Hotel which are condotel projects of Megaworld. Travellers is also set to add two global hotel brands, the Holton Manila and the Sheraton Hotel Manila, which are now under construction.

5. Uptown Bonifacio is an approximately 15.4 hectare property in Fort Bonifacio in Taguig, Metro Manila. Uptown Bonifacio comprised a residential portion in the northern part of Fort Bonifacio, and a portion for mixed-use, comprising office and retail space, on a parcel of land owned by NAPOLCOM. The Company will develop Uptown Bonifacio under joint venture arrangements with BCDA and NAPOLCOM. Condominium developments within Uptown Bonifacio include One Uptown Residence and Uptown Ritz Residences. The Company expects to invest approximately P65billion in Uptown Bonifacio.
6. McKinley West is a development on a 34.5 hectare portion of the Joint United States Military Authority Group (JUSMAG) property owned by BCDA and located across from McKinley Hill in Taguig, Metro Manila. The development of McKinley West into a mixed-use project is another venture undertaking with the BCDA. McKinley West’s masterplan highlights a luxurious blend of a modern business district and posh residential enclaves. The township will also have direct access to McKinley Hill. Six campus-type office towers will rise in this township. It has recently been declared by President Aquino as a “special economic zone” for IT under PEZA.
7. The Mactan Newtown is located on a 28.8 hectare property near Shangri-La Mactan Resort and Spa in Mactan, Cebu. It is expected on completion to have high-tech offices, a retail center, residential villages, leisure facilities and beach front resort. The Mactan Newtown is conferred with PEZA special economic zone status. It is approximately 10 minutes away from the Mactan Cebu International Airport, the Philippine’s second largest airport. The township will soon have five hotels that include two beachfront hotels. It will also have its own exclusive, world-class beach club at the township’s beachfront, and sports facilities at the 11-hectare beachfront property formerly known as Portofino Beach.
8. Iloilo Business Park is on a 72 hectare property in Mandurriao, Iloilo, site of the old Iloilo airport. It is expected to bring Megaworld’s pioneering township concept to the Western Visayas. The entire project was registered as a special economic zone with the government, which will allow it to benefit from a tax holiday period as well as other incentives for investors.

9. ArcoVia City (formerly Woodside City) will rise on a 12.4 hectare property along C-5 in Pasig City. Megaworld is allocating P35 billion in the next 10 years to develop the township. ArcoVia City is envisioned as an “environment-friendly” mixed-use development. A main “green” feature of the township is the approximately 1,000 trees that will be planted around the development. This greening feature will help provide an outdoor thermal comfort for the future residents, workers, tenants and visitors of the township. The company is also constructing Leadership in Energy and Environmental Design (LEED)-registered office buildings in the township. Among the first to rise are three sustainable office towers. The first two towers, which will be located along the C-5 entrance of the township, will be designed by world-renowned architectural firm Skidmore, Owings, and Merrill. Among the other ‘green’ features of ArcoVia City include rainwater catchment facility that will utilize rainwater and grey water for flushing and landscape irrigation; a network of bicycle lanes inside the township; and wide tree-lined sidewalks. Aside from office towers, the township will also feature residential condominiums, a lifestyle mall, retail and commercial strips, open parks and a transport hub.
10. Davao Park District is the Group’s first township development in Mindanao, specifically on an 11-hectare property along S.P. Dakudao Loop in Lanang, Davao City which used to be the Lanang Golf and Country Club. The township is envisioned to be the Mindanao’s new central business district. Aside from office towers, it will also feature themed residential condominiums that will be built by Suntrust. It will also have a lifestyle mall, commercial and retail strips, and a school. The first office tower to rise is the iconic 15-storey Davao Finance Center, which is due for completion by 2016. The first tower in One Lakeshore Drive, a 4-tower condominium cluster, started selling in 2014.
11. Suntrust Ecotown, an ongoing project under Suntrust, will sit on a 350-ha land in Tanza, Cavite and will be the first mixed-use development with an industrial park in the country. It is positioned to be the major hub for world-class light to medium export-oriented industries, residential, commercial and institutional establishments in the south. The industrial park is the country’s first to be accredited by PEZA with lifestyle amenities.
12. Boracay Newcoast, an ongoing project under GERI, sits on a 150- ha of land in the northeast side of Boracay Island. It occupies 14% of the island and is surrounded by Fairways and Bluewater, the first and only golf course in the island. Positioned to be the next hip, world-class side of Boracay, it will be home to four international hotels, a Santorini-inspired boutique hotel district, an Ibiza-inspired commercial district, a residential village, luxury condominiums and upscale villas.
13. Twin Lakes, an ongoing project under GERI, is a European-inspired integrated tourism estate on a 1,300 ha of land with its own vineyard on the rolling terrains of Tagaytay, overlooking the famous Taal Lake. The estate will be home to themed residential villages, luxury condominiums, hotels and spa, a retirement community, schools, commercial and retail hubs as well as sports and leisure facilities. A commercial building called Twin Lakes Shopping Village was completed in 2015.
14. Southwoods City is located on 561- ha property on the boundaries of Carmona, Cavite and Binangue, Laguna. It is envisioned to be a central business district south of Manila that is surrounded by a golf course. It will be home to residential villages, residential condominiums, office towers, a mall, and commercial and retail centers. Holland Park which consists of four residential towers was launched in 2015.
15. Alabang West will rise on a 62-ha prime property in Alabang and will integrate a Beverly Hills-themed lifestyle concept into its commercial and residential developments. It is conveniently accessible through the major access points of the South Luzon Expressway- Alabang Exit and the upcoming Daang Hari Exit.

16. The Upper East, the first township in Bacolod, is located on a 34-ha property that used to be the Bacolod-Murcia Milling Company on the eastern side of Bacolod City. It will be Bacolod's own version of an upscale lifestyle district.
17. Northhill is located on a 53-ha property on the norther part of Bacolod. It is a joint development project of Megaworld and SPI in partnership with the Lacson family. It has a direct link to The Upper East and envisioned to be a refreshing lifestyle district.
18. Sta. Barbara Heights, one of the five masterplanned communities of GERI, is located on a 173-ha property in Iloilo. About P10 billion is being allocated for 10 years. Land development and construction was started four years ago. It is being developed now as a full-blown township because of its proximity to the Iloilo International Airport. Half of entire development is allocated for the Sta. Barbara Heights Residential Estates, a residential village with three phases. Phase 2 was completed in 2015 while Phase 3 will be launched in 2016. Sta. Barbara Shophouse District which consists of commercial lots started selling in 2015.
19. A 35.6 ha prime property beside the provincial capitol of City of San Fernando, Pampanga is Megaworld's 19th township development. Megaworld is allocating P30 billion to develop this property in the next 10 years.
20. Westside City is a 31-ha leisure and entertainment township at the booming Entertainment City in Parañaque City. It will house the second Resorts World property in the country. It will be home also to upscale residential condominiums, a luxury mall as well as international hotel brands. It is envisioned to become the "Broadway of Asia" as the township highlights the Philippines' first Grand Opera House with a total capacity of 3,000.

ELI's real estate portfolio is composed of multi-cluster mid- to high-rise condominium projects and multi-phase subdivision developments in key locations in Metro Manila and the South. ELI set the trend for transit-oriented developments (TOD) where condominium communities are directly linked to mass-transit systems for faster and more efficient mobility in the metro.

1. Laguna BelAir is ELI's flagship township project located outside of Metro Manila. The 156-hectare horizontal development in Sta. Rosa, Laguna is a complete community setting featuring several residential phases with American-inspired homes, commercial blocks, recreational amenity zones, a science-oriented school and a parish church. The project has spearheaded various residential and commercial developments in Santa Rosa City which is now dubbed as the "New Makati City of the South."
2. The Sonoma is the second township project outside Metro Manila. It is a 50-hectare horizontal development in Sta. Rosa, Laguna that features Asian Modern-inspired homes. The community is clustered around a five-star clubhouse complete with luxurious swimming pools, open courts, function rooms and other facilities, all of which are now operational and functional. Turnover is on-going for its 4 phases-- Enclave, Country Club, Pavilion and Esplanade - and a number of buyers have already built and started constructing their houses. Eventually, the community will have a commercial strip called 1433 West Row that will feature high-end shops, restaurants and other establishments.
3. The Cambridge Village is a 37-tower large-scale mid-rise community on an 8-hectare property along East Bank Road in Pasig-Cainta area. Most of the towers are ready for occupancy and sold out, while the final towers of the Central Park phase are in full-swing construction.
4. The Rochester is a tropical-inspired urban resort community at Elisco Road, San Joaquin, Pasig City. Its 10 mid-to-high rise towers set on a 3-hectare enclave will have Asian Modern architectural design and wide spaces, providing a complete urban escape close to nature. Garden Villas 1 and 2 have been turned over and its residents enjoy the fully-functional clubhouse, pools

and open court while Breeze Tower is set for turnover soon. Parklane, Palmridge, Hillcrest and towers are all in full-swing construction.

5. San Lorenzo Place is a luxurious 4-tower high-rise development along EDSA corner Chino Roces Avenue, Makati City with direct connection to MRT-3 Magallanes Station. It will have a two-level retail mall and recreational amenities. Towers 4 and 1 have been turned over while Towers 2 and 3 are nearing completion.
6. Pioneer Woodlands is a TOD with 6 high-rise towers set along EDSA and Pioneer Street in Mandaluyong City. Residents of Towers 1, 2 and 3 enjoy quick access to MRT-3 via a direct platform link to Boni station which will eventually house a two-level retail arcade. Recreational amenities will be located at the 5th level of the podium where Towers 4 and 5 are.
7. Little Baguio Terraces is a 4-tower TOD mid-rise condominium along Aurora Boulevard and N. Domingo Street, San Juan City. The community is walking distance to LRT-2 J. Ruiz and Gilmore stations, providing unbeatable access to the University Belt in Manila and the Katipunan area. Towers 1 and 4 have been turned over while Tower 3 is nearing completion and Tower 2 is ongoing. Residents can enjoy recreational amenities and facilities at the 3rd level of the podium.
8. Kasara Urban Resort Residences is a 6-tower high-rise community on a 1.8ha property in Ugong, Pasig City, with close proximity to C5 Road, Tiendesitas, Valle Verde subdivisions, Ortigas Center and Eastwood City. Kasara, which is a Sanskrit word for “lake”, boasts of its lake-inspired swimming pool, resort-type clubhouse, turtle and koi ponds, pool deck and bubblers. Eventually, there will be more water features including infinity pools, waterfalls from the 4<sup>th</sup> level, and other resort-style amenities such as open courts, playground, fitness gym, jogging paths, and vast greenery. Towers 1 and 2 are in full-swing construction and are almost sold out while Towers 3 and 5 are under preselling and in initial stages of construction. Towers 4 and 6 are set to be launched for preselling soon.
9. Southpoint Science Park is a 51-hectare property in Gimalas, Balayan, Batangas that is intended for mixed-use development.
10. Mango Tree Residences is an exclusive two-tower high-rise community situated along M. Paterno and J. Ledesma Streets in San Juan City. It will have an on-stilts concept where the ground level will have vast landscaped gardens, grand drop-off area, hotel-type amenities, and glass-walled lobbies. Natural mango trees will be preserved at the perimeter of the 3,000-square meter property to give an authentic feel of nature. Currently, the property has been converted to a luxurious European-inspired garden and events venue to draw prospective buyers. West Residence tower is now under preselling.
11. Covent Garden is two-tower development located along Santol Street Extension in Santa Mesa, Manila. It will provide its future residents an urban sanctuary, complete with refreshing amenities. Its proximity to LRT-2 V. Mapa station and other transportation hubs make it an excellent choice for investors who prefer to lease out condominium units to University Belt students and professors. Both towers, the South Residences and North Residences, are now in preselling stage.

Aside from these projects, ELI’s portfolio includes ready-for-occupancy (RFO) units available in its various high-rise development projects in Metro Manila.

SPI’s projects provide affordable homes in well-planned and secured community developments. Its communities feature commercial centers, clubhouses and other amenities, schools and 24-hour security. These include the following:

1. Sta. Rosa Height, Sta. Rosa Hills, Suntrust Sentosa, The Mandara, and Suntrust Verona are horizontal residential developments in Eastern Cavite and Laguna.
2. Governor Hills, Gentri Heights, Suntrust Rivabella, Cybergreens, Sunrise Hills, and Cyberville are horizontal community developments in Western Cavite.

3. Adriatico Gardens, Suntrust Parkview, UN Gardens, Suntrust Solana, Suntrust Treetop Villas are condominium projects in Manila and Mandaluyong areas.
4. Suntrust Shanata, Suntrust Asmara, Suntrust Amadea and Capitol Plaza are condominium projects in Quezon City.
5. Suntrust Kirana is a condominium project in Pasig City.
6. Sienna Hills is a Mediterranean-inspired subdivision in Lipa City, Batangas.
7. Suntrust 88 Gibraltar is a condominium project in Baguio City. This Mediterranean-inspired development is strategically located in front of Mines View Park.
8. Davao Park District is a township development in Davao City. (See under townships)
9. Suntrust Ecotown is a township development in Tanza, Cavite. ( See under townships)
10. Northhill is a township development in northern part of Bacolod. Suntrust will develop 24.52 ha into house-and-lot residential project with modern theme called The Fountain Grove. (See under townships)

GERI has a diversified portfolio of integrated tourism estates development; horizontal residential subdivision lots and residential/commercial complexes; residential communities integrated with golf, resort and other leisure related and commercial complexes; residential; and business parks.

1. Boracay Newcoast is the first and only tourism estate development with world-class resort offerings in the northeast side of Boracay. It sits on 150-hectare of land and will house a private residential village, specialty boutique hotels, shop houses and a massive commercial center called Newcoast Station and international hotel brands. Its Fairways & Bluewater Newcoast, a premier luxury eco-friendly vacation hotel, has over 250 well-appointed guestrooms, each with a spectacular view of an 18-hole par-72 golfcourse, the only one in the island. Fairways & Bluewater features three private white sand beach coves.
2. Twin Lakes is the first and only vineyard resort community in the Philippines, located in the rolling terrains of Tagaytay overlooking the world-famous Taal Lake. The master-planned integrated tourism estate that sits on a 1,182-hectare property will feature real vineyard and chateaus, residential condominiums and villages, hotels, nature park as well as commercial and retail hubs. The Vineyard, a 69-hectare mixed-used phase will host a hotel and resort, sports club and spa, culinary school, residential condominiums and a traditional wine chateau for aging the vintage produce - all with the views of the vineyard and man-made twin lakes.
3. Forest Hills is a 500-hectare integrated development in Antipolo, Rizal which includes residential and commercial lots, an aqua park, two 18-hole golf courses and a community clubhouse.
4. Mountain Meadows is 260-hectare residential subdivision in Cagayan de Oro with a 4-hectare commercial area at the entrance of the project.
5. Sherwood Hills is a 350-hectare integrated development in Trece Martires, Cavite that will include residential lots, a 27-hole golf course and other facilities.
6. Newport Hills is a 127-hectare integrated residential and golf development in Lian, Batangas.
7. Sta. Barbara Heights is a vast township rising on a 170-hectare property beside the Sta. Barbara Golf Course, known as Asia's oldest golf course, located in Sta. Barbara, Iloilo. It will be home to residential villages, condominiums, office towers, a mall, and commercial and retail centers. (See under townships)
8. Southwoods City is a 561-hectare mixed-use development with golf-course situated on the boundaries of Biñan, Laguna and Carmona, Cavite. (See under townships)
9. Alabang West is a 62-hectare residential and commercial development in Las Piñas City. (See under townships)

## TRAVELLERS

Resorts World Manila (“RWM”), Travellers’ first integrated leisure and lifestyle complex, combines hospitality, entertainment, leisure, shopping and gaming in one grand arena, a one-stop non-stop destination. It is strategically located within Newport City, adjacent to the Villamor golf course, and is across the Ninoy Aquino International Airport-Terminal 3 (“NAIA-3”) in Pasay City, Metro Manila and approximately five kilometers away from each of NAIA Terminal 1 (“NAIA-1”) and NAIA Terminal 2 (“NAIA-2”) and directly linked to highways leading to Makati City. RWM is a 24-hour, one-stop, world-class leisure and entertainment facility within Newport City. It features a themed shopping and entertainment center and hotels.

RWM features the upscale Newport Mall (90 retail stores and food-and-beverage outlets with a mix of high-end boutiques and mass market option), the four-screen Newport Cinemas (24 hours on weekends), three-storey gaming facilities, the 1,500-seat Newport Performing Arts Theater (a majestic venue for concerts, plays, musicals and exclusive productions), the Genting Club (a members-only lifestyle club, with a private gaming area, dining options and other fabulous lifestyle features), an office space (which features a training academy and a 400-seat capacity call center) and hotels. The gaming facilities and casino opened in August 2009, with an aggregate area of 13,167 square meters. As at the end of 2015, RWM has 311 casino tables, 1,882 slot machines/electronic gaming machines (EGMs), and 220 electronic table games (ETG).

The three hotels currently in operation at RWM are the five-star 342-room Marriott Hotel Manila, the seven-star 172-all-suites luxury Maxims Hotel, and the mid-range 712-room Remington Hotel which opened in October 2009, November 2010 and November 2011, respectively. RWM also boasts of the Marriott Grand Ballroom, a MICE (meetings, incentives, conventions and exhibitions) venue with a 3,000-square meter pillar-less ballroom, three restaurants and 28 function rooms, which formally opened to the public in March 2015. Construction works are now ongoing for expansion of existing hotels and facilities and of three new hotels, namely, the Hilton Manila, Sheraton Manila Hotel and Maxims II.

## GADC

McDonald’s is one of the best-known global brands. All McDonald’s restaurants in the Philippines are operated either by GADC or by independent entrepreneurs under a sub-franchise agreement or by affiliates under joint venture agreements with GADC. The McDonald’s System in the USA is adopted and used in the domestic restaurant operations, with prescribed standards of quality, service and cleanliness. Compliance with these standards is intended to maintain the value and goodwill of the McDonald’s brand worldwide.

McDonald’s restaurants offer varied menu of uniform and quality products, emphasizing value, prompt and courteous service and convenience. The menu includes the McDonald’s beef burgers variants (Burger McDo, Big Mac, Quarter Pounder, Cheese and Double cheese), chicken (Crispy Chicken Fillet sandwiches, McChicken, McNuggets), fish, (Filet-O-Fish), French fries, milk shakes, sundaes, beverages, and breakfast offerings. Products that cater to Philippine consumer preferences are also served, such as chicken with rice (Chicken McDo), spaghetti (McSpaghetti), and a Philippine breakfast menu. McCafe beverage, from specialty coffee to fruit smoothies, is another line that is expanding. The Philippine menu is designed to appeal to a diverse target market across all ages. Demographically, the target markets are A, B, and broad C.

In 2015, GADC introduced two products, the Cheesy Eggdesal in July and the Chicken Fillet Ala King in September and launched Limited Time Offer products such as McGriddles, Bacon Burgers, McRib, Chicken Muffin, Sweet Ham Special, Twister Fries and Shake Shake Fries, and Dessert Campaigns.

## Pik-Nik

Pik-Nik is an all-American fresh-fried potato snack line that includes Shoestring Potatoes, Fabulous Fries, Ketchup Fries, Less Salt, Sea Salt and Vinegar, and other delicious potato snacks manufactured and distributed internationally from USA by a wholly-owned subsidiary of AGI. Pik-Nik is the market

leader in shoestring potato snack in the USA and is made with no preservatives or artificial ingredients. The products are packed in resealable, foil-lined canisters so they stay fresh and crunchy right to the bottom of the can. These canisters, along with the specialized ingredients and production process, give the products excellent shelf life. Pik-Nik also has Cheese Curls, Cheese Balls, and French Fried Onions. Pik-Nik has been in the market for more than 75 years since it was first introduced in the USA in the 1930s in San Jose, California. Pik-Nik is being manufactured in the USA and sold both in the USA and abroad, with Philippine distribution under EDI.

## ***b.2. Foreign Sales***

### **EMP**

A small volume of Emperador products is exported to the United Arab Emirates, South Africa, Qatar, and Macau in response to the demand of the Filipino community living and working in the region.

Whyte and Mackay's overriding objective is to operate as a global branded drinks company which delivers sustainable rates of growth and returns that increase overall shareholder value. The Group operates in the UK and increasingly in international markets, including the Travel Retail sector. More than 80% of WMG sales come from UK and other European countries and more than 10% from India and Asia. The balance represents export sales to Africa, USA and other countries. Total revenues and net profit of Whyte and Mackay account for 38% and 16% of EMP consolidated results in 2015, respectively.

### **MEG**

Real estate products are also being marketed internationally (see b.3. below) in Europe, North America, Asia and the Middle East through various brokers. Foreign sales contributed approximately 18% to Megaworld's consolidated sales and revenues in the past three years.

### **Travellers**

Based on RWM rated members (those members with card swipe), the principal foreign market consistently contributing for 2015 are from United States, Korea, Malaysia, and China. Foreign guests in Maxims Hotel come from Korea, China, Malaysia, and Singapore; for Remington, United States, Korea, Japan and Malaysia; while for Marriott, majority are from the United States followed by Singapore, Australia and Malaysia.

### **Pik-Nik**

Pik-Nik products are being sold locally in USA and exported to other countries at a ratio of approximately 56%-44%. The domestic volume in the USA remained flat in 2015 With Midwest as still the strongest market in the US, followed closely by Southeast and Texas. International sales increased by 16% despite the port congestion in Oakland, California in the first quarter. Exports were made to Asia, Middle East and Latin America.

## ***b.3. Distribution Methods***

### **EMP**

The alcoholic beverage products are being marketed and distributed through 21 sales offices nationwide that supply to hypermarkets, supermarkets, wholesalers, traders, grocery outlets, convenient stores, and local neighborhood small sari-sari stores. It employs a sales force of approximately 1,000 sales personnel and has a direct delivery service for over 112,500 accounts (more than 100,000 of which consist of sari-sari stores) with a fleet of more than 270 direct sales vehicles. Direct sales units comprising cash vans and saturation units are being used to cover sari-sari stores across the country. Cash vans sell directly to these small retailers on a cash-only basis.

The Company has a standard volume based pricing model that is applied evenly across all customer segments and discounts are offered on large volume transactions.

The glass containers are delivered to the customers through the services of regular freight handlers who supply trucks for the exclusive use of AWG.

The WMG business has a strong, international Route to Market. In UK, a dedicated sales team covers all trade channels and customers. It also has a dedicated Global Travel Retail team which manages its brands in a channel that is critical for single malt whisky equity building and sales. In other markets Whyte and Mackay has established a network of distribution partners that represents the brands in each territory. The goal is to develop long term partnerships with the strongest local distributor in each market, with selection driven by the strength and commitment to the channels representing the biggest opportunities in each case. Recently, it appointed E&J Gallo Winery as the exclusive distributor in the USA beginning 2016.

### **MEG**

Property units are pre-sold prior to project completion, and often prior to start of construction, at various payment schemes, with down payment plans ranging from 50% to zero down payment. A typical payment scheme includes progressive payments over the period in advance of property construction, including a balloon payment to coincide with buyers' expected cash flows. ELI offers interest-free schemes. Postdated checks are collected to cover the entire purchase price based on an amortization schedule. Transfer of title to the property occurs only once all payments have been received. Typically, construction of a residential will not begin until at least 70% of the units have been pre-sold.

Each project has an in-house marketing and sales division which is staffed by a trained group of property consultants who exclusively market the projects. All property consultants are trained prior to selling and provided with skills enhancement programs intended to further develop them into high-caliber marketing professionals. Property consultants are required to meet the set criteria. There are also outside agents who compete directly with the in-house personnel. Marketing services staff are also employed to provide auxiliary services for sales and promotional activities; they are also responsible for monitoring the latest developments in the economy and the real estate property markets as well as conducting market research studies for the marketing division. An international marketing division based in Manila oversees a global network of sales offices worldwide which market the projects to overseas Filipino professionals and retirees throughout Asia, Europe, North America, the Middle East and Australia. Brokers in the different overseas markets sell the projects overseas through their respective marketing networks.

Commercial leases are generally for terms of three to five years, with annual rental escalation of 5%-10% and review provisions, and typically require three months of security deposits and three months of advance rental. Land and office leases, which require development of a specific building structure, are generally for 10 to 15 years. Retail rentals are typically based on a turnover component of 3% to 5% of the tenants' revenues, net of taxes and service charges, in addition to a minimum rent charge. Kiosk retailers are charged a flat rent fee.

ELI has satellite sales offices in key cities outside Metro Manila. It also has showrooms in project sites and major malls.

### **Travellers**

RWM engages in direct relationship-based marketing, which is targeted at specific market segments. The marketing team focuses on market research, surveys, promotions and events that can drive visitations and convert them to returning guests. The sales team is responsible for sales revenues and channel performance. In addition, RWM advertises in many types of media both domestically and overseas, including television, radio, newspapers, magazines and billboards to promote general market awareness.

RWM uses a mix of different channels to reach the specific targets on gaming, lifestyle, and entertainment, such as:

- Direct sales - that comprises of three levels to provide clients with full service: (i) traditional sales, (ii) a business development team and (iii) in-house VIP host services.
- Indirect sales through junkets - from the well-established relationships of Genting Group, to source high-end players in different regions.



- Indirect sales through travel and tour operators - these accredited operators create group travel packages with discounts, to bring in guests in RWM as part of their itineraries, and in return, receive commissions.
- City shuttles - free, convenient, hassle-free shuttle transport for member-players and member-consumers to RWM. The key locations within Metro Manila are Eastwood, Makati, Quezon Avenue, Taguig, Parañaque, Binondo, Malate, Muntinlupa and others.

RWM uses a comprehensive membership management and customer database system. RWM uses Genting's Dynamic Reporting System (DSR), a fully integrated real-time table games and slots monitoring system.

#### **GERI**

Products are distributed to a wide range of clients through its in-house marketing company which acts as the marketing arm of the group.

#### **GADC**

McDonald's products are sold through McDonald's restaurants nationwide. There are 481 restaurants nationwide as of end-2015, 53% of which are owned by GADC while 47% are franchised. Twenty-four new restaurants opened in 2015. The highest concentration is in NCR, followed by Southern Tagalog region. In selected areas, McDonald's products could be ordered and delivered round the clock through its "Dial8 McDo" telephone service. There are 319 restaurants that are open 24/7 (24 hours every day).

#### ***b.4. New Product Or Service***

#### **EMP**

From Bodegas Fundador S.L.U, the following iconic brands manufactured and distributed from Spain will be under EMP Group beginning March 1, 2016:

'Fundador' is a Brandy de Jerez, the brandy capital of Spain. 'Fundador' means the founder, as it was the first Spanish brandy to be marketed, this happened in 1874 by Pedro Domecq Loustau. It is sold in over 30 countries worldwide, and exported largely in the Philippines. The brand has an excellent range ending with the high premium brand Fundador Exclusivo.

'Terry Centenario' is the largest brandy in Spain. Centenario means centenary, and it evokes the change to the twentieth century when the Terry family started producing brandies in its bodegas in Puerto de Santa María. It is a premium and distinguished brand with the iconic net and the unique logo of the Terry Horse. 'Tres Cepas' is a market leader in Equatorial Guinea. In the beginning Domecq had three brands, Una Cepa (One vine), Dos Cepas (Two vines) and Tres Cepas (Three vines), that were in increasing order of quality and age. It is a premium brand result of a special selection of wines distilled aged in sherry oak casks by the traditional Criadera and Solera system.

'Harveys' is the number one selling Sherry Wine in the world and the leader in the UK. It is a recipient of twenty-four quality awards in 2015. It holds Royal warrant in UK which distinguishes it as the only sherry wine that can be served to the Queen in Buckingham Palace. It is also the unique Spanish Company that supplies to the Royal Household. This brand was registered in Bristol by the Harvey family in 1886 and was the first cream Sherry to be marketed. Cream derives from another of their sherries that was called Bristol Milk. It is a unique blend of sherries combining the character and body of aged olorosos with the aroma and finesse of finos and amontillados.

**MEG**

Megaworld is set to launch 14 office towers, malls and commercial centers in 2016 in McKinley West, Uptown Bonifacio, The Mactan Newtown, Iloilo Business Park, ArcoVia City, Southwoods City, and Alabang. GERI will launch residential condominiums and residential lots in Twin Lakes and Sta. Barbara Heights.

**Travellers**

Several new hotels and other gaming and non-gaming attractions are currently being developed at RWM. Marriott West Wing under Phase 2 is on its final stage of completion and will soon be formally opening its doors to the public in the second quarter of 2016. Phase 3 which features three luxury hotels, namely Sheraton Manila, Hilton Manila and Maxims II, is expected to be turned over by the end of 2017. These three hotels will increase both gaming and non-gaming facilities.

**GADC**

New McDonald's product variations and promotions are introduced every now and then which normally last for limited time only, and this is part of the normal business promotions. Along with its expansion in 2015, McDonald's delighted its customers with new menu items and improved favorites. The much-loved, specially seasoned, golden, crispy Twister Fries returned for a limited time. Catering to Filipinos' love for bacon, McDonald's gave its signature Cheeseburger some new crunch with the new Bacon Cheeseburger and Bacon Cheeseburger Deluxe, perfect pairing with Twister Fries. The best-selling Chicken McDo is given an improved tasted which is *mc-mc-mc-masarap*. A rollback in price of Chicken McDo products was implemented in May. In August, the Shake Shake Fries was brought back and given for free in Medium and Large Value Meals. The Chicken Fillet Ala King was launched in September. The Coke glass promotion was launched for a limited time in fourth quarter to boost the Everyday Value Meals.

**b.5. Competition**

In general, the Company believes that the high quality of all the products it sells/offers can effectively compete with other companies in their respective areas of competition.

**EMP**

The Philippine spirits industry is dominated by brandy, gin and rum. Popularity of these spirits is strangely delineated geographically - gin in the northern provinces, rum in Viz-Min areas and brandy in Metro Manila and urban centers nationwide. Brandy has recorded the highest consistent sales growth among all the spirits in the industry. The growing brandy consumption has encouraged the two traditional gin and rum giants to field their own brandy labels. There are also imported labels in the domestic market, like Fundador, Alfonso and Carlos I, but they are significantly more expensive than the locally-produced products. Emperador is recognized as the largest-selling brand in the Philippines and No. 1 brandy in the world, and EDI as the largest liquor company in the Philippines in terms of volume. EDI capitalizes primarily on the superior image and reputable quality of its brands.

The main competitors in the Philippine broad distilled spirits market mainly comprise of Ginebra San Miguel, Inc. (GSMI) and Tanduay Distillers, Inc. (TDI). Emperador also competes against imported labels. With respect to flavored vodka, gin and other alcohol products, it primarily competes with other local vodka and gin companies that also produce ready-to-serve alcoholic beverages from Asia Brewery, Inc. and TDI as well as imported labels. The whisky segment in the Philippines is not well tapped at present, and the Group aims to revive and reenter this segment.

The principal competitive factors with respect to the Group's products include brand equity, product range and quality, price, ability to source raw materials, distribution capabilities and responsiveness to consumer preferences, with varying emphasis on these factors depending on the market and the product. The Group believes it has a track record of proven strength on these areas.

The Group believes that its products are strongly positioned within their respective markets, as measured by market share and brand recognition. Emperador Brandy accounted for 92% share of the Philippine brandy market in terms of sales volume, according to AC Nielsen Retail Audit. The Company believes its 'Emperador' brand is a status brand in the Philippines, and is associated with a certain

level of success and sophistication that its potential customers aspire to. The Company believes that its range of well-established and highly recognized brands present significant barriers to new competitors, and are particularly important to its ability to both attract and maintain consumers.

WMG, on the other hand, faces competition from several international companies as well as local and regional companies in the countries in which it operates. Competitors use brand strength together with price and product range to compete. The major Scotch whisky brand owners are Diageo, Pernod Ricard, William Grant and Bacardi who are all materially larger than WMG. WMG can effectively compete as they have differentiated brands which consumers can choose over others. WMG management monitors market prices on an on-going basis and takes steps to safeguard the overall competitive position.

#### **Pik-Nik**

Pik-Nik is still the number one brand in shoestring potatoes in the US. It competes with other US-brands like Lays and Pringles in chips form, although the latter is not from natural potato. French's shoestring potatoes went back on grocery shelves in 2013 and is now number 5. Utz is still the number 2 shoestring brand. A local brand, Oishi, has fielded string potato snacks from potato starch in the local market.

#### **MEG**

The real estate market in Metro Manila is principally split between the BPO office market and the residential market. The group competes with other property investment, development, leasing and property holding companies to attract buyers and tenants for its properties in Metro Manila. The principal bases of competition in the real estate development business are location, product, price, financing, execution, completion, quality of construction, brand and service. The group believes it has several competitive advantages in each of these categories due to the prime locations of its properties, innovative projects, a reputation for high quality designs, affordable pre-sales financing, after-sales service and a consistent track record of completion. MEG is the number one residential condominium developer in terms of number of units completed as of 2013 and units to be completed up to 2019 based on all projects launched as of third quarter 2014. This represents about 17% of the market. In terms of total aggregate saleable area of those projects launched and to be completed in the same period, it represents 13% of the market with a total saleable area of about 1.85 million square meters. The group attributes its strong residential sales to two main factors - the popularity of its live-work-play-learn communities in Metro Manila and its proven track record of delivering more than 320 buildings to its customers over the last two decades.

The group considers Ayala Land, Inc. ("ALI") to potentially be its only significant competitor in community township developments because of its presence in Fort Bonifacio where the group's Forbestown Center, McKinley Hill, McKinley West and Uptown Bonifacio projects are located. With respect to its office and retail leasing business, the Company believes that it has many competitors in the industry such as Robinsons Land Corporation ("RLC"), ALI and SM Prime Holdings, Inc. ("SMPHI").

#### **Travellers**

RWM, being the first integrated resort with world-class gaming in the Philippines, has set a benchmark in a very high and unique manner. The group competes with both Philippine and foreign owned hotels and resorts. With respect to the gaming business, competition comes from casinos operated by government and other private companies.

In particular, there are facilities already built or under construction by three developers other than the Company that have been granted provisional licenses by PAGCOR in Entertainment City, one of which has already opened. These three other companies similarly partnered with international resorts and gaming companies - Henry Sy's SM-consortium has Melco Crown Entertainment Ltd. of billionaires James Packer and Lawrence Ho (Macau); Tiger Entertainment Resort of Kazuo Okada (Japanese); Enrique Razon's Bloomberry Resorts Corporation. In addition, Westside City Resorts World Bwill be developed in Entertainment City by the Company's co-licensee, WCRWI.

While it has the first-mover advantage, Travellers continues to develop other leisure and entertainment attractions to complement its gaming business. RWM is expanding its hotel service through additional hotel brands and rooms, and its attractions as a family destination.

In addition, PAGCOR operates 13 gaming facilities across the Philippines and 34 satellite gaming facilities (which are smaller casinos and slots clubs). The Philippine gaming market also includes many other private casino and gambling operations, including seven licensed private casino operators in special economic zones (“Ecozones”). The Philippine gaming market is also comprised of other gambling competitors specializing in horse racing, cock fighting, jueteng, lotteries, sweepstakes, online gaming operators and other smaller-scale gaming operators.

#### **GADC**

McDonald’s restaurants compete with a large and diverse group of restaurant chains and individual restaurants that range from independent local operators to well-capitalized national and international companies, delicatessens, cafes, pizza parlors, supermarkets and convenience stores. GADC considers Jollibee Foods Corporation as its main competitor. Jollibee, a home-grown brand with far greater number of restaurants nationwide than McDonald’s, offers Filipino-influenced dishes of chicken, burgers, spaghetti, and other Filipino dishes. Another one is KFC, a global brand from USA whose most popular product is its Original Recipe fried chicken served with side dishes. Other competitors include Wendy’s, Kenny Rogers, Shakey’s and Pizza Hut. Since 2005, GADC has opened more than 200 new restaurants and initiated marketing campaigns such as new product launches, promotions, emotive television commercials, and discount coupons. It has embarked on modernizing its restaurants and re-imaging existing ones. GADC competes on the basis of taste, food quality and price of products, convenience of location, and customer service.

#### ***b.6. Sources And Availability Of Raw Materials***

##### **EMP**

The raw materials for the manufacture of the alcoholic beverage products are distilled neutral spirit, brandy distillates, grain and malt whiskies, and water. It also requires a regular supply of glass bottles and packaging materials. EDI owns a distillery which produces distilled neutral spirit. It can also source raw materials from subsidiaries and third party suppliers. All of the water for blending is sourced from two deep wells located in the Santa Rosa, Laguna manufacturing facility. The facilities in Laguna are located on top of one of the best fresh water supplies in the Philippines. There is also a filtration system for the water it uses at its Laguna facilities. Brand new bottles are manufactured and supplied by AWG. When AWG is unable to manufacture enough glass bottles to meet EDI’s requirements, AWG sources glass bottles from foreign manufacturers. Carton boxes are sourced locally from at least three different suppliers. EDI has not experienced and does not anticipate any significant difficulty in obtaining adequate supplies of molasses, distilled neutral spirit, flavoring, bottles or packaging materials at satisfactory prices under its supply arrangements and believes its relationships with suppliers are good.

AWG is not dependent upon one or a limited number of suppliers for essential raw materials. It generally orders raw materials to meet its projected supply requirements for one year. AWGI has not had, and does not expect to have, difficulty sourcing glass bottles on behalf of EDI from third party suppliers, as required.

WMG sources its bottles from three European suppliers who have sufficient capacity to meet growth expectations. Secondary packaging is sourced from suppliers in Europe and China that are carefully selected to meet the quality and demand needs of the business. Whyte and Mackay have long term sound relationships with its suppliers to meet the current business requirements. Pricing agreements are in place with all suppliers.

##### **MEG**

The Group has a broad base of suppliers from where it sources its construction materials and is not, and does not plan to be, dependent on any one or a limited number of suppliers. Megaworld also has no plans on being dependent on any one or a limited number of suppliers.

**Travellers**

Travellers has a large base of contractors and suppliers that provide construction, engineering and consulting services, and is not dependent on any one contractor or supplier. In 2015, the ten largest suppliers - Global Matrix Concept Group, RGB Ltd., Systech Lighting & Controls, Inc., Top Source Maintenance and Contracting Services, Actridge Construction, Angel Playing Cards Co. Ltd., Phil-Data Busines Systems, Inc., DLL & Sons Company Asia Ltd. Inc., Diamond Life Lighting Manufacturing (HK) Ltd., and Expert Interior Products, Inc. - accounted for 34.0% of total purchases for the year.

**GADC**

Suppliers for the McDonald's products are sourced using the McDonald's global supply chain, which allows the purchase of food, beverages and restaurant supplies at competitive prices and quality consistent with McDonald's products worldwide. McDonald's has quality assurance laboratories around the world to ensure that its standards are consistently met. In addition, McDonald's works closely with suppliers to encourage innovation, assure best practices and drive continuous improvement. GADC also contracts the services of third parties for its food supplies. GADC procures the services of a supply distribution center operated by Havi Food Services Philippines, Inc. that provides purchasing, warehousing, delivery, food preparation and other logistical support for the requirements of all of the McDonald's restaurants in the Philippines. GADC develops product specifications and continually monitors supplies to ensure compliance with McDonald's standards.

**Pik-Nik**

Pik-Nik uses only fresh potatoes from California and Oregon, pure vegetable oil, the finest seasonings and never any preservatives. The suppliers of potatoes for Pik-Nik have one-year contracts.

**Financial Statements**

The audited annual consolidated financial statements ("CFS") and unaudited interim consolidated financial statements for the second quarter of 2016 (per filing under SEC 17Q), as required by SRC Rule 68, as amended, are attached.

The CFS have been prepared in compliance with the Philippine Financial Reporting Standards ("PFRS"), on the historical cost basis except for the measurement of certain financial assets and liabilities. The preparation of the consolidated financial statements in compliance with PFRS requires management to make judgments, estimates and assumptions that affect the amounts reported in the financial statements and related notes. The estimates and assumptions are based upon management's evaluation of relevant facts and circumstances of the financial statements. Actual results may ultimately vary from those estimates.

The interim consolidated financial statements have been prepared in accordance with PFRS and Philippine Accounting Standard 34, Interim Financial Reporting. These do not include all of the information required for full annual consolidated financial statements, and thus should be read in conjunction with the CFS as at and for the year ended December 31, 2015. The accounting policies and methods used in the interim financial statements are consistent with those applied in December 31, 2015 CFS.

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries, after elimination of material intercompany transactions. All intercompany balances and transactions with subsidiaries, including income, expenses and dividends and unrealized profits and losses from intercompany transactions that are recognized in assets are eliminated in full. In addition, shares of stock of the Company acquired by any of these subsidiaries are recognized as treasury shares and these are presented at cost as deduction in the consolidated statements of changes in equity. Any changes in their market values as recognized separately by the subsidiaries are likewise eliminated in full. Gain or loss on the sale of these treasury shares is presented as addition to or deduction from additional paid-in capital. The financial statements of subsidiaries are prepared for the same accounting period as the parent company, using consistent accounting policies. The consolidated financial statements are presented in Philippine pesos, the Group's functional currency, and all values represent absolute amounts except when otherwise indicated.

## Management's Discussion and Analysis of Operation

### Key Performance Indicators

Presented below are the top five (5) key performance indicators of the Company and subsidiaries:

	<i>In Million Pesos</i>			<i>Growth</i>	
	2015	2014	2013	2015	2014
<b>REVENUES</b>	<b>139,097</b>	<b>125,405</b>	<b>123,379</b>	<b>10.92%</b>	<b>1.64%</b>
Non-recurring Gain	188	525	3,669		
<b>Excl. Non-recurring Gain</b>	<b>138,909</b>	<b>124,880</b>	<b>119,710</b>	<b>11.23%</b>	<b>4.32%</b>
<b>NET PROFIT</b>	<b>21,686</b>	<b>21,110</b>	<b>23,055</b>	<b>2.73%</b>	<b>-8.44%</b>
Non-recurring Gain	68	215	3,653		
<b>Excl. Non-recurring Gain</b>	<b>21,618</b>	<b>20,895</b>	<b>19,402</b>	<b>3.46%</b>	<b>7.70%</b>
<b>NET PROFIT TO OWNERS OF AGI</b>	<b>13,965</b>	<b>13,246</b>	<b>17,218</b>	<b>5.43%</b>	<b>-23.07%</b>
Non-recurring Gain	29	215	3,653		
<b>Excl. Non-recurring Gain</b>	<b>13,936</b>	<b>13,031</b>	<b>13,565</b>	<b>6.94%</b>	<b>-3.94%</b>
Net profit rate	15.59%	16.83%	18.69%		
Recurring NP rate	15.56%	16.73%	16.21%		
NP Attributable to parent	10.04%	10.56%	13.96%		
Recurring NP attributable to parent	10.03%	10.43%	11.33%		
Return on investment/assets [NP/TA]	4.83%	5.15%	6.94%		
	<u>31-Dec-15</u>	<u>31-Dec-14</u>	<u>31-Dec-13</u>		
TOTAL ASSETS	448,725	409,619	332,400	9.55%	23%
CURRENT ASSETS	225,720	220,869	197,690	2.20%	11.72%
CURRENT LIABILITIES	89,733	92,541	50,585	-3.03%	82.94%
Current ratio	2.52x	2.39x	3.91x		
Quick ratio	1.40x	1.40x	2.62x		

<sup>1</sup>Non-recurring gains in 2013 refer to the P764 million gain from acquisition of a realty corporation by MEG and the P2,905 million income realized by AGI from the offering of EMP shares, or P2,889 million net of P16 million stock transaction tax. In 2014, these refer to P520.2 million gain from acquisition and deconsolidation of subsidiaries of MEG and P4.6 million from acquisitions of GADC, with P310.0 million one-time expenses on acquisition by EMP. In 2015, there is P181 million gain on sale of investment in an associate of Megaworld, P3.7 million gain on acquisition of GADC subsidiary, P3.5 million gain on interest and P120 million one-time expenses on acquisition by EMP.

- Revenue growth - measures the percentage change in revenues over a designated period of time. Performance is measured both in terms of amount and volume, where applicable.
- Net profit growth - measures the percentage change in net profit over a designated period of time.
- Net profit rate- computed as percentage of net profit to revenues - measures the operating efficiency and success of maintaining satisfactory control of costs.
- Return on investment [or capital employed]- the ratio of net profit to total assets - measures the degree of efficiency in the use of resources to generate net income.
- Current ratio - computed as current assets divided by current liabilities - measures the ability of the business to meet its current obligations. To measure immediate liquidity, quick assets [cash, marketable securities, accounts receivables] is divided by current liabilities.

## Results of Operations by Subsidiary Groups:

### b.1. Results Of Operations

By Subsidiary groups:

	MEG	EMP	RWM	GADC	GERI	Others	TOTAL
<b>2015</b>							
<b>Revenues</b>	44,992	43,660	27,803	20,421		6,476	<b>143,352</b>
Intercompany/ Adjustment	-94	0	33	0		-4,193	
Consolidated	<b>44,898</b>	<b>43,660</b>	<b>27,836</b>	<b>20,421</b>		<b>2,283</b>	<b>139,098</b>
% contribution	32%	31%	20%	15%		2%	100%
<b>Costs and expenses</b>	31,133	35,210	23,736	19,295		2,936	<b>112,310</b>
Intercompany/ Adjustment	-22	0	0	0		-117	
Consolidated	<b>31,111</b>	<b>35,210</b>	<b>23,736</b>	<b>19,295</b>		<b>2,819</b>	<b>112,171</b>
<b>Net profit</b>	10,575	6,960	4,018	760		3,489	<b>25,802</b>
Intercompany/ Adjustment	-72	0	33	0		-4,077	
Consolidated	<b>10,503</b>	<b>6,960</b>	<b>4,051</b>	<b>760</b>		<b>-588</b>	<b>21,686</b>
% contribution	48%	32%	19%	4%		-3.0%	100%
<b>Net profit to owners</b>	<b>10,215</b>	<b>6,960</b>	<b>4,021</b>	<b>751</b>		<b>3,489</b>	<b>25,436</b>
Intercompany/ Adjustment	-3,417	-1,288	-2,206	-383		-4177	
Consolidated	<b>6,798</b>	<b>5,672</b>	<b>1,815</b>	<b>368</b>		<b>-688</b>	<b>13,965</b>
% contribution	49%	40%	13%	3%		-5%	100%
<b>2014</b>							
<b>Revenues</b>	53,029	31,951	31,713	18,748		11,154	<b>146,595</b>
Intercompany/ Adjustment	-12,213	0	-41	0		-8936	
Consolidated	<b>40,816</b>	<b>31,951</b>	<b>31,672</b>	<b>18,748</b>		<b>2,218</b>	<b>125,405</b>
% contribution	33%	25%	25%	15%		2%	100%
<b>Costs and expenses</b>	28,354	23,842	26,193	17,640		2,870	<b>98,899</b>
Intercompany/ Adjustment	-9	-18	-81	0		-22	
Consolidated	<b>28,345</b>	<b>23,824</b>	<b>26,112</b>	<b>17,640</b>		<b>2,848</b>	<b>98,769</b>
<b>Net profit</b>	21,555	6,204	5,445	798		8,168	<b>42,170</b>
Intercompany/ Adjustment	-12,204	18	40	0		-8914	
Consolidated	<b>9,351</b>	<b>6,222</b>	<b>5,485</b>	<b>798</b>		<b>-746</b>	<b>21,110</b>
% contribution	44%	29%	26%	4%		-3%	100%
<b>Net profit to owners</b>	<b>21,220</b>	<b>6,204</b>	<b>5,445</b>	<b>794</b>		<b>8,168</b>	<b>41,831</b>
Intercompany/ Adjustment	-15,279	-1,132	-2,849	-405		-8920	
Consolidated	<b>5,941</b>	<b>5,072</b>	<b>2,596</b>	<b>389</b>		<b>-752</b>	<b>13,246</b>
% contribution	45%	38%	20%	3%		-6%	100%
<b>2013</b>							
<b>Revenues</b>	35,355	29,865	32,913	15,977	1,759	15,972	<b>131,841</b>
Intercompany/ Adjustment	-237	0	0	0	0	-8225	
Consolidated	<b>35,118</b>	<b>29,865</b>	<b>32,913</b>	<b>15,977</b>	<b>1,759</b>	<b>7,747</b>	<b>123,379</b>
% contribution	29%	24%	27%	13%	1%	6%	100%
<b>Costs and expenses</b>	23,748	21,960	30,107	14,744	1,305	2,800	<b>94,664</b>
Intercompany/ Adjustment	412	-17	-33	0	-14	-45	
Consolidated	<b>24,160</b>	<b>21,943</b>	<b>30,074</b>	<b>14,744</b>	<b>1,291</b>	<b>2,755</b>	<b>94,967</b>
<b>Net profit</b>	9,035	5,831	2,740	788	341	13,083	<b>31,818</b>
Intercompany/ Adjustment	-649	18	33	0	14	-8179	
Consolidated	<b>8,386</b>	<b>5,849</b>	<b>2,773</b>	<b>788</b>	<b>355</b>	<b>4,904</b>	<b>23,055</b>
% contribution	37%	25%	12%	4%	1%	21%	100%
<b>Net profit to owners</b>	<b>8,971</b>	<b>5,831</b>	<b>2,740</b>	<b>789</b>	<b>321</b>	<b>13,083</b>	<b>31,414</b>
Intercompany/ Adjustment	-3,717	-558	-1,561	-402	-97	-8182	
Consolidated	<b>5,254</b>	<b>5,273</b>	<b>1,179</b>	<b>387</b>	<b>224</b>	<b>4,901</b>	<b>17,218</b>
% contribution	31%	31%	7%	2%	1%	28%	100%

Amounts are in million Pesos. Numbers may not add up due to rounding off. The above follows grouping of accounts at AGI consolidated level, so revenues may not tally the totals separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level.

GERI was deconsolidated in 2014 at AGI level as it now belongs and consolidated in MEG group

Year-on-year Change	MEG	EMP	RWM	GADC	GERI	Others	TOTAL
<b>2015</b>							
Revenues	10.00%	36.65%	-12.11%	8.92%		2.93%	10.92%
Costs and expenses	9.76%	47.79%	-9.10%	9.38%		-1.02%	13.57%
Net profit	12.32%	11.86%	-26.14%	-4.76%		-21.18%	2.73%
Net profit to owners	14.43%	11.83%	-30.08%	-5.40%		-8.51%	5.43%
<b>2014</b>							
Revenues	16.23%	6.98%	-3.77%	17.34%		-71.37%	1.64%
Costs and expenses	17.32%	8.57%	-13.17%	19.64%		3.38%	4.00%
Net profit	11.51%	6.38%	97.80%	1.27%		-115.21%	-8.44%
Net profit to owners	13.08%	-3.81%	120.19%	0.52%		-115.34%	-23.07%

Amounts are in million Pesos. Numbers may not add up due to rounding off. The above follows grouping of accounts at AGI consolidated level, so revenues may not tally the totals separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level.

GERI was deconsolidated in 2014 at AGI level as it now belongs and consolidated in MEG group.

These strong performances are reflected in the profit and loss accounts, as follows:

	2015	2014	2013	2015 vs 2014	2014 vs 2013
<b>REVENUES</b>					
Sale of goods	77,192	62,036	56,519	24.43%	9.76%
Consumer goods	44,465	32,529	29,588	36.69%	9.94%
Revenues from real estate (RE) sales	32,727	29,507	26,931	10.91%	9.57%
RE sales	27,262	24,607	22,159	10.79%	11.05%
Realized gross profit on RE sales	3,787	3,229	3,235	17.28%	-0.19%
Interest income on RE sales	1,678	1,671	1,537	0.42%	8.72%
Rendering of services	58,481	58,559	56,687	-0.13%	3.30%
Gaming	24,217	28,377	30,004	-14.66%	-5.42%
Sales by company-operated quick-service restaurant	18,475	16,921	14,554	9.18%	16.26%
Franchise revenues	1,864	1,495	1,256	24.68%	19.03%
Rental income	9,185	7,463	6,396	23.07%	16.68%
Other services	4,740	4,303	4,477	10.16%	-3.89%
Hotel operations	3,265	2,987	3,284	9.31%	-9.04%
Other services	1,475	1,316	1,193	12.08%	10.31%
Share in net profits of associates and joint ventures	268	123	0	117.89%	
Finance and other income	3,156	4,687	10,173	-32.66%	-53.93%
<b>TOTAL</b>	<b>139,098</b>	<b>125,405</b>	<b>123,379</b>	<b>10.92%</b>	<b>1.64%</b>
<b>COSTS AND EXPENSES</b>					
Cost of goods sold	50,443	40,131	37,597	25.70%	6.74%
Consumer goods sold	30,493	21,229	20,136	43.64%	5.43%
RE sales	15,435	14,364	13,015	7.46%	10.36%
Deferred gross profit on RE sales	4,515	4,538	4,446	-0.51%	2.07%
Cost of services	30,163	28,095	27,337	7.36%	2.77%
Gaming-license fees, promo allowances	11,362	11,543	12,545	-1.57%	-7.99%
Services	18,801	16,552	14,792	13.59%	11.90%
Other operating expenses	25,712	26,087	25,011	-1.44%	4.30%
Selling and marketing	11,075	12,644	13,163	-12.41%	-3.94%
General and administrative	14,637	13,443	11,848	8.88%	13.46%
Finance costs and other charges	5,852	4,456	5,022	31.33%	-11.27%
<b>TOTAL</b>	<b>112,171</b>	<b>98,769</b>	<b>94,967</b>	<b>13.57%</b>	<b>4.00%</b>

Amounts in million pesos; numbers may not add up due to rounding off. n/m-not meaningful.



### For the Year Ended December 31, 2015 vs. 2014

The Group's financial performance continues to be compelling in spite of the challenges faced by the gaming business. The Group ended the year with revenues growing 11.2% to P139 billion (net of P189 million non-recurring gain) from P125 billion (net of 525 billion non-recurring gain) a year ago, which resulted in net profit of P22 billion, up 3.5% from P21 billion a year ago, which further gave net profit to owners of P14 billion, up 6.9% from P13 billion a year ago. All businesses showed positive profitable results and contributions.

**Megaworld's** core net profit reached P10 billion (net of P181 million non-recurring gain), a 10.5% increase from its P9 billion (net of P12.2 billion non-recurring gain at its level) reported a year ago. Its strong roster of townships across Luzon, Visayas and Mindanao provided the impetus for the 9% growth in revenues excluding non-recurring gains. Revenues from leasing, residential sales and hotel operations climbed 23%, 11% and 10%, respectively, during the year. The Group launched five townships during the year, namely, The Upper East (34ha) and Northhill (53ha) in Bacolod City, Sta. Barbara Heights (173ha) in Iloilo, a prime property (35.6ha) in Pampanga and Westside City (31ha) in Parañaque City, or a total of about 330ha of land. Suntrust launched 2 residential projects: Fountain Grove (horizontal) in Bacolod and One Lake Shore Drive Towers 3 and 4 (vertical) in Davao while GERI launched Holland Park (4towers) in Southwoods City and commercial lots in Sta. Barbara Shophouse District. During the year, Megaworld completed 16 residential and 6 BPO office towers with retail components while GERI completed 2 for the 4 condominium clusters of Oceanway Residences in Boracay Newcoast, Phase 2 of Sta. Barbara Heights and the commercial building in Twin Lakes called Twin Lakes Shopping Village. ELI realized sales across all its high-rise and horizontal projects, with the bulk coming from San Lorenzo Place and SouthPoint Science Park. The group contributed 32% and 48% to AGI's consolidated revenues and net profit, respectively, in 2015.

**Emperador** hit P7 billion net profit and P44 billion revenues, up 12% and 37% year-on-year. These are inclusive of offshore operations, with full-year results of Scotch whisky business tucked in. The Scotch whisky business reported P16 billion revenues and P1 billion net profit for full year 2015 which represent 38% and 16% of respective consolidated totals. The share in net profit of Bodega Las Copas that was added to consolidated revenues and net profit amounted to P130 million in 2015 versus P40 million in 2014. Emperador now has a much bigger product portfolio of brandy and whisky that has greater global presence and which positions it to premiumization opportunities in the Philippine market. Emperador introduced the 'The Dalmore' line locally and relaunched 'Andy Player' during the year. The group contributed 31% and 32% to AGI's consolidated revenues and net profit, respectively in 2015.

**Travellers** focused on building a base in 2015, particularly in the Mass and Premium Mass segments and controlled its operating costs so it remained profitable even as revenues and net profit declined year-on-year. In 2015, revenues totaled P28 billion which turned in P4 billion net profit. While drops volumes contracted during the year, the win rates improved from last year. Travellers continues to expand its non-gaming facilities and offerings. Hotel occupancy remains strong with all 3 hotels registering average occupancy of above 86% for the entire year. With the Marriott Grand Ballroom now fully operational, the MICE market is a key differentiator. The group turned in 20% and 19% of AGI's consolidated revenues and net profit, respectively.

**GADC's** total revenues grew by 9% primarily due to the opening of 28 new restaurants (QSRs), reimaging of 28 (35 in 2014) existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (Chicken Fillet Ala King, Cheesy Eggdesal), Limited Time Offer Products (McGriddles, Shake Shake Fries, Twister Fries, Bacon Burgers, Dessert Campaigns, McRib, Chicken Muffin and Sweet Ham Special), and aggressive advertising/promotional campaigns to support Extra Value Meals (Chicken McDo Price Reduction, Coke Glass), Everyday McSavers (Float, Sundae and Fries), McSaver Meals, Desserts and Breakfast. Average sales per restaurant increased by 4%, with 3% growth in sales per company-owned restaurant and 6% for sales per franchised restaurant. Business extensions provided a growth rate of 15%, with Drive-thru boosted total revenues by 11%. Value pricing strategy is adopted in order to drive more guest count and price adjustments are strategically implemented to mitigate

the increase in cost of raw materials and to maintain the level of product quality. This is however outpaced by the increases in prices of imported raw materials and product mix shift and costs of utilities and crew labor. As a result, net profit contracted slightly 5% year-on-year. GADC's results accounted for 15% and 4% of AGI's consolidated revenues and net profit, respectively.

Revenues with or without the one-time items, thus, as a result of the foregoing, grew by 10.9% year-on-year. Sale of goods soared by 24.4% from 36.7% expansion in sale of consumer goods (distilled spirits, beverages and snacks) and 11% growth in real estate revenues. Rendering of services (gaming, hotels, restaurants, rentals), on the other hand, is at same level as last year with revenues from company-operated QSRs, franchised QSRs, rentals of office and retail spaces and hotel operations growing by 9.2%, 24.7%, 23.1% and 9.3%, respectively, which offset the 14.7% drop in gaming revenues at RWM.

Costs and expenses went up by 13.6% year-on-year. Costs of goods sold and services rendered expanded by 25.7% and 7.4%, respectively, as a result of revenue growth. Other operating expenses contracted by 1.4% due to lower advertising and promotions inspite of increases in salaries and employee benefits, utilities, rentals and commissions. These five accounts comprised 59.7% and 59.4% of other operating expenses in 2015 and 2014, respectively. The decrease in advertising and promotions is primarily attributed to the contraction in RWM's general marketing expenditures.

Share in net profits of associates and joint ventures more than doubled at 118.9% year-on-year due to take-up of share in net profit of associates and joint venture of MEG, EMP and GADC.

Finance and other income shrank 32.7% from a year ago because of one-time gains from acquisitions and divestments (P188 million in 2015 and P525 million in 2014) and reversal of liabilities (P6 million in 2015 and P121 million in 2014) in 2014 and lower interest income in 2015.

Finance costs and other charges increased by 31.3% due to foreign currency losses of Travellers and Megaworld from translation of their foreign-currency denominated bonds.

Tax expense totaled P5.2 billion, down 5.2% from P5.5 billion a year ago, primarily due to reductions in taxes of Travellers and Emperador inspite of increase in Megaworld and GADC.

Net profit attributable to owners grew by 5.4%, or 6.9% before non-recurring gains.

#### **For the Year Ended December 31, 2014 vs. 2013**

The year 2014 was a year of expansion and realignments for the Group, activities which have started in 2013. From these transactions, the Group realized P525 million and P3,669 million gains in revenues in 2014 and 2013, respectively, which correspondingly beefed up net profit by P215 million and P3,653 million in the said years. Without these non-recurring items, net profit climbed 7.7% to P20.9 billion from P19.4 billion a year ago as all subsidiary groups registered commanding results from their core businesses.

**Megaworld's** performance is driven by both real estate sales and rental income, as the group realized 11.0% and 17.1% respective growth in these accounts from a year ago. During the year, Megaworld brought into its fold new subsidiaries, which included GERI (it acquired from AGI), mostly because of the properties these companies own, and deconsolidated one which became an associate. The Group launched five townships during the year, namely, Woodside City in Pasig City (12.3ha), Alabang West in Las Pinas City (62ha), Suntrust Ecotown in Cavite (350ha), Southwoods City in the boundaries of Cavite and Laguna (561ha) and Davao Park District in Davao City (11ha), or a total of about 1,000ha of land. The Group has completed 16 residential projects and 5 BPO office towers with retail components during the year. Gross leasable area at end-2014 totaled 621,000sqm and 240,000sqm for office and commercial spaces, respectively. The group ended the year with P9.4 billion net profit before one-time gains, up 13.6% from a year ago. The group turned in 32% and 44% of AGI's consolidated revenues and net profit, respectively.

**Emperador's** offshore expansion augmented its already formidable homegrown base. With the inclusion of two-month results from Whyte and Mackay and the share in net profit of Bodegas Las Copas, the group's revenues and net profit climbed 7.0% and 6.4%, respectively, with product sales growing by 10.0%. Brandy sales maintained its recordbreaking volume from a year ago; its costs during the year improved by about 10.0% due to cost efficiencies attributed substantially to the good retrieval of recycled bottles. Meanwhile, about P310 million were expensed during the year in connection with the acquisition of Whyte and Mackay. Excluding these one-time expenses, net profit increased by 11.7%. Even with such expenditures tucked in, the group contributed 26% and 30% of AGI's consolidated revenues and net profit, respectively.

**Travellers** doubled its net profit to P5.5 billion on revenues of P31.7 billion and P26.2 billion costs and expenses. There were 296 gaming tables, 1,868 slot machines and 210 ETG machines deployed on the average. Travellers focused on growing core customer base, which resulted in 5.1% rise in drops volume for the mass segment and 7.4% contraction for the VIP segment. There was also deliberate move in holding less tournaments during the year. All hotels registered higher occupancy rates of 83%-91% as compared to 65%-81% a year ago but complimentary and promo rooms accounted for more than 50% of occupancy during the year as compared to less than 50% a year ago. While revenues declined, belt-tightening on costs and expenses gave good results. The group accounted for 25% and 26% of AGI's consolidated revenues and net profit, respectively.

**GADC's** total revenues grew by 17.3% primarily due to the opening of 53 (37 in 2013) new restaurants (QSRs), reimagining of 35 (36 in 2013) existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (BFF Mix Bundles, New Chicken McDo Plus Meals, Bacon Burgers), Limited Time Offer products (Shake Shake Fries, Twister Fries, Dessert Campaigns), product relaunch (Cheeseburger Deluxe and McSpicy Burgers) and aggressive advertising/promotional campaigns to support Everyday McSavers (Float, Sundae and Fries), McSaver Meals, Desserts and Breakfast. Average sales per restaurant increased by 3%, with 2% growth in sales per company-owned restaurant and 5% for sales per franchised restaurant. Business extensions provided the biggest growth rate of 19%, with Drive-thru boosting total revenues by 11%. Value pricing strategy is adopted in order to drive more guest count and price adjustments are strategically implemented to mitigate the increase in cost of raw materials and to maintain the level of product quality. This is however outpaced by the increases in prices of imported raw materials and product mix shift and costs of utilities and crew labor. As a result, net profit increased by 1.2% year-on-year. GADC's results accounted for 15% and 4% of AGI's consolidated revenues and net profit, respectively.

**Revenues** before the one-time gains, thus, as a result of the foregoing, grew by 4.3% year-on-year. With the one-time gains included, revenues went up by 1.6% from a year ago. Sale of goods increased by 9.8%, which is attributed to 9.9% and 11.0% growth in sale of consumer goods (distilled spirits, beverages and snacks) and real estate. Rendering of services (gaming, hotels, restaurants, rentals) expanded by 3.3%, which is attributed to 16.3%, 19.1% and 16.7% growths in revenues from company-operated QSRs, franchised QSRs and rentals of office and retail spaces which compensated for the 5.4% dip in gaming and other service revenues at RWM.

**Costs and expenses** went up by 4.0% year-on-year. Costs of goods sold and services rendered expanded by 7.1% and 2.8%, respectively, as a result of revenue growth. Other operating expenses increased by 3.7% due to increases in salaries and employee benefits, taxes and licenses, royalties, professional fees and outside services which were countered by a sharp decline in advertising and promotions. These five accounts comprised 60.0% and 61.5% of other operating expenses in 2014 and 2013, respectively. The increase in professional fees and outside services is attributed to the one-time expenses incurred in the acquisition of Whyte and Mackay while the decrease in advertising and promotions is attributed to the contraction in RWM's general marketing expenditures.

**Share in net profits of associates and joint ventures** rebounded year-on-year due to takeup of share in net profit of associates and joint venture of MEG, EMP and GADC.

**Finance and other income** included one-time gains of P525 million in 2014 and P3.7 billion in 2013, from acquisitions and divestments. In 2014, these consisted of P520 million that Megaworld gained from several acquisitions and one divestment plus the P4.6 million that GADC gained from two such

acquisitions. In 2013, Megaworld gained P764 million on acquisition of a subsidiary while AGI realized P2.9 billion on divestment of its interest on EMP through a share offering. Interest income slipped due to lower interest rates and reduced cash positions. Also, foreign currency gains reported a year ago were not replicated this year. All these combined caused finance and other income to dip by 53.9% year-on-year.

**Finance costs and other charges** decreased by 11.0% due to reversal in unrealized fair values of mark-to-market financial assets this year, which was reported at a loss in 2013.

**Tax expense** totaled P5.5 billion from P5.4 billion, up 3.2% from a year ago as a result of higher taxable income tax for Megaworld which is offset by lower income taxes of EMP and GADC.

**Net profit attributable to owners** tumbled 23.1%, or 3.9% before non-recurring gains, because of the dilution in EMP by about 7% due to the entry of Arran, a new minority investor.

### **For the Year Ended December 31, 2013 vs. 2012**

Net profit for the year went up by 12.5% to P23.1 billion from P20.5 billion a year ago while the portion attributable to owners of the parent company grew by 23.8% to P17.2 billion from P13.9 billion a year ago, as driven by the strong revenues from all subsidiary groups.

Megaworld's performance is buoyed on its stronger residential sales and higher leasing income from its office and retail portfolio. It launched a total of 18 projects in 2013 - 10 for Megaworld (One Eastwood Avenue Tower 2 in Eastwood, Uptown Parksuites in Uptown Bonifacio, The Florence Tower 1 in McKinley Hill, Manhattan Plaza Tower 1 in Araneta Center, Bayshore Residential Resort Phase 2 in Pasay City, One Manchester Place Tower 1 in The Mactan Newtown Cebu, One Madison Place Tower 1,2,3 as well as commercial lots in Iloilo Business Park in Iloilo City), 5 for Empire East (San Lorenzo Place Tower 3 in Makati, Kasara Urban Residences Tower 3 and The Rochester Tower 6 in Pasig City, and Cambridge Clusters 32, 33 in Pasig City and Cainta, Rizal) and 3 for Suntrust (Suntrust Kirana in Pasig City, Suntrust Rivabella and Suntrust Ecotown in Cavite). The group posted a record P68.2 billion in reservation sales in 2013 from the 18 projects launched. Real estate sales were reported 16.9% higher than a year ago while rental income from office developments and lifestyle malls were up 20.9% from a year ago. It also realized P763.8 million gain on acquisition of a wholly-owned subsidiary, Woodside Greentown Properties, Inc., in 2013. Further, its acquisition of cinema operations this year added P226 million in revenues.

Emperador' strong performance is anchored on the increase in its volume sold to 33 million cases this year as compared to 31 million a year ago. Emperador also increased its selling prices at the start of the year to cushion the effect of the new excise tax which took effect in January 2013. The introduction of Emperador Deluxe in March 2013 also contributed incremental revenues. Product sales were reportedly up 25.4% from a year ago.

Travellers reported gaming and non-gaming revenues (net of promotional allowances) up 5.0% from a year ago. It experienced a low VIP hold in the fourth quarter which dragged revenue. VIP volume showed strong growth year-on-year while mass volume held steady. Revenues from hotel, food and beverage reportedly improved by 17.0% as all hotels registered higher occupancy rates as the company made full use of the facilities to drive gaming patronage. Its total revenues and net profit, however, compressed as it recorded P2.0 billion finance costs including marked-to-market losses on foreign exchange related to its \$300 million bond.

GADC's performance growth is primarily due to the opening of 37 new restaurants, reimaging of 36 existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of a new product (McSpicy chicken burger and rice meal), and aggressive advertising/promotional campaigns to support Fries, Summer Desserts, McSavers (coffee and sundae), McDelivery, McSaver meals, and Breakfast. Average sales per restaurant grew by 5.8% for company-owned restaurants and by 4.8% for franchise and joint-venture restaurants while revenues from business extensions grew by 15.6%. Value pricing strategy is adopted

in order to drive more guest count and price increases are strategically implemented to mitigate rising costs and to maintain the level of product quality.

GERI improved on its real estate sales and hotel operations by 32.3% and 151.9%, respectively. Real estate sales came from the sale of residential subdivision lots in Newcoast Shophouse District and Boutique Hotel in Malay, Aklan, Sta. Barbara Heights in Iloilo City, and Twin Lakes Domaine Le Jardin in Laurel, Batangas.

**Revenues**, thus, as a result of the foregoing, grew by 20.8% year-on-year. Sales of real estate and consumer goods (alcoholic beverages and snack products) leaped 32.2% and 24.8%, respectively, while gaming revenues increased by 6.9%. Sales from company-owned restaurants expanded by 15.3% while franchised revenues increased by 21.5%. Rental income went up by 19.5% from the additional office spaces and retail spaces of Megaworld, RWM and GERI. Other service revenues this year included hotel operations of these three groups which also grew by 20.2% because of increased patronages, plus the combined cinema operations which contributed P378 million to this year's total.

**Costs and expenses** went up by 23.3% year-on-year. Costs of goods sold and services expanded by 32.2% and 20.7%, respectively, as a result of revenue growth. Other operating expenses went up by 15.4% due to increases in advertising and promotions, salaries and employee benefits, and depreciation and amortization which comprised 63.3% and 62.3% of other operating expenses in 2013 and 2012, respectively.

**Share in net profits of associates and joint ventures** reversed 1.1 times year-on-year due to losses reported by associates and joint ventures.

**Finance and other income** included the P2.9 billion gain realized by AGI on divestment of its interest on EMP through a share offering and the P764 million gain realized by MEG on acquisition of a subsidiary. Interest income, however, contracted by P823 million due to lower interest rates during the year.

**Finance costs and other charges** increased by 17.8% due to additional finance cost incurred by Megaworld on its 2013 bond issuance and by Travellers due to devaluation of Philippine peso. There is also a turnaround in unrealized fair values of mark-to-market financial assets this year, which is offset by the effect of foreign currency gains realized during the year.

**Tax expense** totaled P5.4 billion from P4.6 billion a year ago as a result of higher taxable income.

#### **Financial Condition December 31, 2015 vs 2014**

Total assets amounted to P448.7 billion at end of 2015 from P409.6 billion at beginning of year, up 9.6% primarily due robust business across all business segments. The Group is strongly liquid with current assets exceeding current liabilities 2.5times. Current assets amounted to P225.7 billion while current liabilities amounted to P89.7 billion at end of the current year.

For most of the balance sheet accounts, there is a corresponding note found in the audited consolidated financial statements where details, breakdown or composition of the accounts are presented. Please refer to those notes accompanying the consolidated financial statements. In summary:

Cash and cash equivalents shrank by P13.5 billion or 16.4% to end at P68.6 billion from P82.1 billion at the beginning of the year, primarily due to the capital expenditures, business expansion activities and debt repayments during the current year. Cash flows from operating, financing and investing activities during the period were presented in the consolidated statements of cash flows.

Financial assets at fair value through profit or loss soared 85.5% or P3.7 billion due to additional investments during the year, which include adjustments for gains in fair values and currency translations at year-end.

Current trade and other receivables rose up P6.3 billion or 14.7% primarily due to Megaworld group's robust sales, UK sales, and additional advances paid by Megaworld and Travellers to their suppliers and contractors in connection with the ongoing expansion works. Noncurrent trade and other receivables went up by P3.9 billion or 13.5% due to higher real estate sales.

Inventories increased by P4.9 billion or 6.7% due primarily to additional real estate lots, condominium units and resort shares completed and put up for sale, increase in Scotch whisky work-in-process, and other materials.

Property development costs went up by P2.5 billion or 19.9%, reflecting the costs incurred in ongoing real estate projects.

Available-for-sale financial assets dipped by P3.8 billion or 63.4% from asset disposals to get fresh funds for financing purposes and marked-to-market changes in values. Marketable securities at Megaworld level depreciated in market values. The loss to adjust carrying values to market prices is shown under Equity portion of the statement of financial position.

Land for future development increased by 37.1% or P4.9 billion primarily from acquisitions and contribution of a new MEG subsidiary.

Investments in and advances to associates and other related parties expanded by P2.5 billion or 30.8% due to ELI's acquisition of an associate, Travellers' joint venture in a newly-incorporated entity, and an increase in advances to other related parties.

Property, plant and equipment increased by P12.0 billion or 22.2% with the ongoing constructions at Phase 2 (expansion of Marriott Hotel and Marriott West Wing) and Phase 3 (extension of Maxims Hotel, new Hilton Manila Hotel and new Sheraton Manila Hotel) at RWM, a new local distillery plant for Emperador, hotels brands under Megaworld, and McDonald's stores; plus the ongoing upgrade of IT system in Scotland. Marriott Grand Ballroom which is part of Phase 2 formally opened in July 2015. Marriott West Wing is scheduled for turnover by end of second quarter of 2016. Phase 3, which shall also include a new gaming area, additional retail space and six-level basement parking decks, is scheduled to be turned over by end of 2017.

Investment property expanded by P10.4 billion or 27.6% from completion of properties for lease of Megaworld group. In 2015, Megaworld completed 6 BPO office towers with retail components in Uptown Bonifacio, Mactan Newtown, McKinley West and Iloilo Business Park and GERI completed Twin Lakes Shopping Village.

Other current assets escalated 16.6% or P938 million due to increase in input vat and advances to suppliers of Megaworld group. Other non-current assets soared by 90.1% or P4.7 billion due to the P1.5 billion additional advances for future investment made by Travellers and the P2.8 billion deposit made by Emperador for the acquisition of the brandy and sherry business from Beam Suntory. Refundable deposits and accumulated jackpot seed money also increased from a year ago.

Trade and other payables went up by 3.37% or P1.3 billion as trade payables, accrued expenses, retentions, gaming license fees, and liabilities for land acquisition increase. This is due to the aggressive real estate development, construction works and timing of accruals at yearend.

Current interest-bearing loans increased by 7.7% or P2.0 billion while non-current interest-bearing loans surged by 261.6% or P21.0 billion, for a total increase of P23.7 billion which is attributed to new long-term loans obtained by Megaworld, GERI and ELI to finance their project development and expansion activities. While Emperador fully settled all its existing loans in the first half of the year,

it incurred new short-term foreign loans primarily to finance its offshore expansion in the later part of the year.

Income tax payable decreased by 31.3% or P287 million due to lower unpaid taxes at the end of the year by EMP, GADC, MEG and Travellers.

Current bonds payable decreased by P5 billion from the full redemption of Megaworld bonds upon maturity in May 2015. Non-current bonds payable increased by P3.0 billion or 5.9% due to weaker peso translations of long-term USdollar-denominated bonds of Megaworld (\$450 million), Travellers (\$300 million) and AGC (\$500 million).

Advances from related parties rose up by 65.1% or P588 million which is attributed to advances obtained by Megaworld group.

Retirement benefit obligation went down 31.8% or P870 million which is attributed to the reductions for the plans of Megaworld and Emperador, which include the balance in Whyte and Mackay.

Deferred tax liabilities increased by 13.0% or P1.3 billion due to tax differences in Megaworld group arising primarily from their uncollected gross profit and capitalized interest.

Other non-current liabilities grew by 12.5% or P3.0 billion from increases in reserve for property development, deferred income on real estate sales and deferred rental income, which are reflective of aggressive real estate development and pre-selling activities. The reserve pertains to costs to complete the development of various projects while the deferred income represents unearned revenue.

The changes in equity components are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased by P10.6 billion or 8.4% which is attributed to net profit for the year and other comprehensive income.

### **Financial Condition December 31, 2014 vs 2013**

**Total assets** amounted to P409.6 billion at end of the 2014 from P332.4 billion at beginning of year, up 23.2% primarily due to the assets consolidated from newly-acquired subsidiaries of Megaworld, Emperador and GADC. The Group is strongly liquid with **current assets** exceeding **current liabilities** 2.4times. Current assets amounted to P220.9 billion while current liabilities amounted to P92.5 billion at end of the current year.

For most of the balance sheet accounts, there is a corresponding note found in the audited consolidated financial statements where details, breakdown or composition of the accounts are presented. Please refer to those notes accompanying the consolidated financial statements. In summary:

**Cash and cash equivalents** dipped by P12.9 billion or 13.6% to end at P82.1 billion from P95.0 billion at the beginning of the year, primarily due to the business expansions and developments activities during the current year. Travellers made loan payments and development advances while Megaworld, Emperador and GADC had capital expenditures and business expansion activities. While Emperador's offshore expansion required huge cash outlay, such was partially replaced by the fresh investment put in by Arran in December. Cash flows from operating, financing and investing activities during the period were presented in the consolidated statements of cash flows.

**Financial assets at fair value through profit or loss** were reduced by 41.0% or P3.0 billion due to disposal of investments in marketable securities to fund expansion activities.

**Current trade and other receivables** rose up P12.6 billion or 42% primarily due to higher real estate sales, customer receivables in the UK subsidiary, and the additional advances paid by Megaworld, Travellers and Emperador to their suppliers and contractors in connection with the ongoing expansion works. Noncurrent trade and other receivables went up by P4.3 billion or 17.5% due to higher real estate reservations/sales booked during the year.

**Inventories** swelled by P24.6 billion or 50% due primarily to additional real estate lots, condominium units and resort shares completed and put up for sale, and the whisky inventories of cased stock, maturing stock and other materials.

**Available-for-sale financial assets** were up by P1.2 billion or 25.5% from marketable securities acquired at Megaworld level. These are carried at market values and the gain on the appreciation in market prices is shown under Equity portion of the statement of financial position.

**Investments in and advances to associates and other related parties** surged by P3.1 billion or 60.0% due primarily to the acquisition of 50% equity in an Spanish joint venture by Emperador and the divestment of share in an associate by GERI while advances dropped by about 11.0% year-on-year.

**Property, plant and equipment** enlarged by P12.6 billion or 30.1% due to construction works at RWM and Emperador, capital expenditures at GADC, and properties of newly consolidated subsidiaries. Construction works at RWM which doubled from a year ago were for Phase 2 (expansion of Marriott Hotel and Marriott West Wing) and Phase 3 (extension of Maxims Hotel, new Hilton Hotel and Sheraton Hotel Manila) of RWM project. Added to the property portfolio are the five distillery plants in Scotland, vineyard land in Spain, and new distillery plant in progress in Batangas.

**Investment property** went up by P10.4 billion or 38.3% from completed constructions of leasable property and equipment of Megaworld group.

**Intangible assets** swelled 169.2% or P18.7 billion from trademarks, distribution rights and goodwill brought about by the acquisition of Whyte and Mackay.

**Land for future development** increased by 5.5% or P688 million due to land acquired during the year for real estate business.

**Deferred tax assets** were up 6.5% or P47million and **deferred tax liabilities** up 41.6% or P3.0 billion, due to timing differences at MEG, EMP, Travellers, FCI and GADC. A substantial portion of these liabilities were attributable to the UK group.

**Other current assets** escalated 34.2% or P1.4 billion due to prepayments (such as insurance, taxes, rentals, advertising, benefits, among others), input vat and deposits. Other non-current assets leaped 135.8% or P3.0 billion due to advances for future investment made by Travellers to PAGCOR, which included P0.6 billion upfront cash. Refundable deposits and deferred input vat increased as well from a year ago.

**Trade and other payables** went up by 51.6% or P12.8 billion as trade payables, accrued expenses, retentions, gaming license fees, withholding taxes and output vat payables increase. This is due to the aggressive real estate development, construction works at Travellers, and advances obtained and unpaid at yearend.

**Current interest-bearing loans** surged 602.4% or P22.9 billion while **non-current interest bearing loans** decreased by 12.9% or P1.2 billion, for a net increase of P21.7 billion which is attributed to loans obtained during the year by Emperador, Megaworld and GADC for their acquisition and expansion activities. On the other hand, Travellers made loan settlements such that it has no more currently maturing loan payable while AGI pre-terminated its loan payable.

**Income tax payable** increased by 17.6% or P137 million due to higher taxable profit in the fourth quarter for MEG, EMP and GADC.



**Advances from related parties** rose up by 155.1% or P549 million which is attributed to advances obtained by Megaworld group.

**Retirement benefit obligation** climbed 91.6% or P1.3 billion which is attributed significantly to the additional incurrences for the plans of Megaworld and Emperador, which include the balance in Whyte and Mackay, which was consolidated at year-end.

**Other current liabilities** went up by 5.4% or P1.1 billion and other non-current liabilities rose 60.0% or P9.0 billion from increases in reserve for property development, customers' deposits, deferred income on real estate sales which are reflective of aggressive real estate development and pre-selling activities, and equity-linked debt securities which EMP issued to Arran for its debt investment in EMP. The reserve pertains to costs to complete the development of various projects while the deferred income represents unearned revenue.

The changes in **equity components** are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased by P18.8 billion or 17.5% from net profit for the year and dilution gain on acquisitions of new or additional shares in subsidiaries. The equity attributable to non-controlling interest increased by P8.5 billion or 10.2% from net profit and minority in new subsidiaries.

#### **Financial Condition December 31, 2013 vs 2012**

Consolidated total assets reached P332.4 billion at end of 2013 from P272.2 billion at beginning of the year, or a 22.1% increase, primarily due to strong operating results, business expansions and the successful stock offering (Emperador and Travellers) and bond issuance (Megaworld) of subsidiaries.

Cash and cash equivalents increased by P27.0 billion - to end at P95.0 billion from P68.0 billion at the beginning of the year. The increase came significantly from operations, borrowings and the stock offerings of Emperador and Travellers. Cash flows from operating, financing and investing activities during the year were presented in the consolidated statements of cash flows.

Current trade and other receivables went up by P7.4 billion or 32.9% due to increased real estate sales and brandy sales. Non-current portion increased by P364 million or 1.5% due to increased real estate sales.

Financial assets at fair value through profit or loss increased by P814 million or 12.4%, primarily due to additional investments in bonds and marketable securities. Financial assets classified in this category are held for selling in the short term and are measured at fair value. The fair value gain on the appreciation in market prices was included under Finance and Other Income in consolidated statements of comprehensive income. The Group does not actively engage in the trading of financial assets for speculative purposes.

Inventories increased by P8.2 billion or 20.0% due to increase in real estate for sale which represent the completed portion of costs attributed to ongoing projects, including golf and resort shares for sale. Raw materials for brandy manufacture also increased from a year ago because of inventories at the distillery plant which was acquired in 2013.

Property development costs went up by P1.4 billion or 13.4% due to ongoing construction/development works at real estate projects of Megaworld and GERI. Development costs are accumulated in this account.

Investment property went up by P8.5 billion or 45.5% from completed constructions of property and equipment for lease of Megaworld (P3.5 billion), Travellers (P340 million) and GADC (P49 million) and the land owned by new subsidiaries of Megaworld (P5.0 billion).

Property and equipment rose by P6.8 billion or 19.4% primarily from the construction works at RWM; capital expenditures for new McDonald's stores, kiosks and ongoing renovations; acquisition of distillery plant from Condis and ongoing construction of a new distillery plant.

Available-for-sale financial assets went down by P522 million or P9.9% primarily due to disposals of financial instruments during the year. These assets are marked to market and the net unrealized gains or losses are reported under the Equity section.

Investments in and advances to associates and other related parties decreased by P930 million or 15.4% primarily due to disposal of investment in an associate (Alliance Global Properties Limited) which is partially offset by the investment in a new associate (La Fuerza, Inc.) during the year. The carrying value of the divested investment amounted to P2.8 billion at beginning of 2013 which the cost of acquisition of the new associate amounted to P1.4 billion.

Deferred tax assets decreased by P80 million or 9.9% while deferred tax liabilities increased by P908 million or 14.3% due to timing differences in taxation, particularly of GERI, Megaworld and GADC,

Other current assets increased by P516 million or 14.0% due to additions at Megaworld, Emperador, GERI and Travellers which included input taxes and creditable withholding taxes. Other non-current assets, on the other hand, expanded by P270 million or 14.0% which was attributable to additional refundable deposits, guarantee and other deposits, deferred input taxes and accumulated jackpot seed money. Travellers' refundable deposits and jackpot seed money are perpetual in nature, the carrying values of which are estimation of their fair values. Guaranty deposits on construction projects are made in compliance with contracts.

Currently maturing interest-bearing loans decreased by P845 million or 18.2% and the non-current portion shrank by P4.2 billion or 31.4% due to principal repayments and the early redemption of Megaworld notes (with P1.4 billion balance at beginning of year). Travellers' short-term loans (of P2.5 billion at the beginning of the year) were settled before year-end. Megaworld incurred P41.1 million penalty on the early redemption of its corporate notes, such penalty is included under Finance costs for the year.

Bonds payable went up by P10.5 billion or 22.8% due to the \$250-million 10-year bonds issued by Megaworld in April 2013, with coupon rate of 4.25% p.a.

Trade and other payables increased by P2.0 billion or P8.9% primarily from the increase in Travellers' liabilities (P1.9 billion) arising from unredeemed gaming chips (which is the difference between total gaming chips placed in service and the actual inventory of gaming chips in custody), unredeemed gaming points and accruals for advertising, employee benefits and casino and flight operations.

Advances from related parties compressed by P502 million or 58.6% from collections during the year.

Income tax payable swelled by P223 million or 40.1% primarily due to higher tax liability of GADC, Emperador and Megaworld.

Retirement benefit obligation increased by P220 million or 18.2% due to additional incurrence in retirement plans of Megaworld, GADC and Emperador.

Current and non-current other liabilities escalated by P4.0 billion and P1.4 billion, respectively, or 23.2% and 10.1%, respectively, due to increases in GERI's customers' deposits and Megaworld's reserve for property development and deferred income on real estate sales. The reserve pertains to cost to complete the development of various projects while the deferred income represents unearned revenue.

The changes in equity components are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased by P23.8 billion or 28.4% from net profit for the year and dilution gain on acquisitions of new or additional shares in subsidiaries. The

equity attributable to non-controlling interest increased by P22.7 billion or 37.9% from net profit and divestment of interest in a subsidiary.

### *b.2. Liquidity and Capital Resources*

The consolidated balance sheets showed strong financial position and liquidity with current assets exceeding current liabilities 2.5times and 2.4times at end of 2015 and 2014, respectively. Total-liabilities-to-equity ratios were at 0.9:1, 0.7:1, and 0.9:1 at the end of 2014, 2013 and 2012, respectively, while interest-bearing-debt-to-controlling-equity ratios were correspondingly at 0.76:1, 0.65:1, and 0.76:1.

The Group expects to meet its working capital and investment requirements for the ensuing year primarily from these available funds, in addition to cash flows from operations. It may also from time to time seek other sources of funding, if necessary, which may include debt or equity financings, depending on its financing needs and market conditions.

<i>Amounts in Million Pesos</i>	<u>December 31, 2015</u>	<u>December 31, 2014</u>	<u>December 31, 2013</u>
Cash and equivalents	68,594	82,059	94,977
Interest-bearing debt –current	28,705	31,661	3,796
Interest-bearing debt –non-current*	89,050	64,980	65,708
Net cash (debt)	(49,161)	(14,582)	25,473
Cash and cash equivalents to			
interest-bearing debt	58%	85%	137%
Interest-bearing debt to			
total equity	51%	44%	36%

\*Include Equity-linked debt securities which is presented under Other non-current liabilities.

### *b.3 Prospects for the future*

AGI has a proven track record of creating value over time and is confident in its ability to deliver sustainable profitable growth and value for its stakeholders. AGI remains vigilant on delivering its business goals and intends to continue to adopt prudent measures to ensure financial sustainability. It is always on the lookout for new opportunities that will enhance the overall profitability of the group while maintaining established markets.

Emperador is looking into an exciting future with its much bigger product portfolio of brandy and whisky that have greater global reach. The group is best positioned to capitalize on premiumization opportunities. The completion of the purchase of the brandy and sherry business in Spain in February 2016 marks the birth of the world's biggest brandy company, and a new era begins not only for Emperador and Fundador but for whole brandy and sherry industry in Spain.

Megaworld has a strong roster of townships nationwide that are backed by adequate landbanking and carefully-thought masterplans. Its rental business had been growing exponentially and it targets P11 billion by the end of 2016.

Travellers sees a lot of potential for further growth as it continues to expand its non-gaming facilities and offerings. Now with the Marriott Grand Ballroom fully operational, the MICE market becomes a key differentiator.

GADC targets to open its 500<sup>th</sup> store midyear 2016, looking for more innovations to delight customers.

In 2016, all the business segments are expected to sustain their growth trajectory.

### *b.4 Others*

There are no other known material events subsequent to the end of the year that would have a material impact on the current year.

There are no other known trends or demands, commitments, events or uncertainties that will result in or that are reasonably likely to result in the Group's liquidity increasing or decreasing in any material way. The Group does not have nor anticipate having any cash flow or liquidity problems within the next twelve months. AGI and its subsidiaries are not in default or breach of any note, loan, lease or other indebtedness or financing arrangement requiring it to make payments.

There are no other known events that will trigger direct or contingent financial obligation that is currently considered material to the Group, including any default or acceleration of an obligation.

There are no other material off-balance sheet transactions, arrangements, obligations, and other relationships with unconsolidated entities or other persons created during the reporting period.

There are no other known trends, events or uncertainties that have had or that are reasonably expected to have a material favorable or unfavorable impact on net sales or revenues or income from continuing operations. There are also no known events that will cause material change in the relationship between costs and revenues.

There are no other significant elements of income or loss that did not arise from continuing operations.

There were no other material issuances, repurchases or repayments of debt and equity securities.

The business has no seasonal aspects that had a material effect on the financial condition and results of operations of the Group.

## Second Quarter of 2016

### *Key Performance Indicators*

Presented below are the top five (5) key performance indicators:

*In Million Pesos*

	Jan - Jun 2016	Jan - Jun 2015	Quarter 2 2016	Quarter 2 2015	Quarter 1 2016	Quarter 1 2015
<b>Revenues</b>	<b>67,074</b>	<b>65,420</b>	<b>33,994</b>	<b>33,108</b>	<b>33,080</b>	<b>32,312</b>
<b>Net profit</b>	<b>11,344</b>	<b>11,480</b>	<b>6,075</b>	<b>5,904</b>	<b>5,269</b>	<b>5,576</b>
<b>Net profit to Owners of AGI</b>	<b>7,285</b>	<b>7,507</b>	<b>3,946</b>	<b>4,031</b>	<b>3,339</b>	<b>3,476</b>
Revenue growth	2.53%	9.75%	2.68%	16.67%	2.38%	3.45%
Net profit growth	-1.19%	0.92%	2.90%	15.27%	-5.51%	10.84%
NP Attributable to parent growth	-2.95%	0.22%	-	13.63%	-3.94%	11.84%
Net profit rate	16.91%	17.55%	17.87%	17.83%	15.93%	17.26%
NP Attributable to parent	10.86%	11.47%	11.61%	12.17%	10.09%	10.76%
Return on investment/assets [NP/TA]	2.46%	2.91%				
	<u>30-Jun-16</u>	<u>31-Dec-15</u>	<u>Growth</u>			
TOTAL ASSETS	460,469	448,725	2.62%			
CURRENT ASSETS	216,971	225,720	-5.64%			
CURRENT LIABILITIES	92,313	89,733	2.87%			
Current ratio	2.35x	2.52x				
Quick ratio	1.18x	1.40x				

- Revenue growth - measures the percentage change in sales/revenues over a designated period of time. Performance is measured both in terms of amount and

volume, where applicable.

- Net profit growth - measures the percentage change in net profit over a designated period of time
- Net profit rate- computed as percentage of net profit to revenues - measures the operating efficiency and success of maintaining satisfactory control of costs
- Return on investment [or capital employed] - the ratio of net profit to total assets - measures the degree of efficiency in the use of resources to generate net income
- Current ratio - computed as current assets divided by current liabilities - measures the ability of the business to meet its current obligations. To measure immediate liquidity, quick assets [cash, marketable securities, accounts receivables] is divided by current liabilities.

### Results of Operations – First Six Months

By Subsidiary groups:

<i>In Million Pesos</i>						
<b>2016</b>	MEG	EMP	RWM	GADC	Others	TOTAL
<b>Revenues</b>	23,027	18,358	13,838	10,883	1453	<b>67,559</b>
Intercompany/ Adjustment	-53	-18	0	0	-414	
	<b>22,974</b>	<b>18,340</b>	<b>13,838</b>	<b>10,883</b>	<b>1,039</b>	<b>67,074</b>
Consolidated						
% contribution	34.25%	27.34%	20.63%	16.23%	1.55%	100.00%
<b>Costs and expenses</b>	15,205	14,321	11,815	10,191	1400	<b>52,932</b>
Intercompany/ Adjustment	-29	0	0	0	-22	
	<b>15,176</b>	<b>14,321</b>	<b>11,815</b>	<b>10,191</b>	<b>1,378</b>	<b>52,881</b>
Consolidated						
<b>Net profit</b>	6,025	3,439	1,797	497	20	<b>11,778</b>
Intercompany/ Adjustment	-24	-18	0	0	-392	
Consolidated	<b>6,001</b>	<b>3,421</b>	<b>1,797</b>	<b>497</b>	<b>-372</b>	<b>11,344</b>
% contribution	52.90%	30.16%	15.84%	4.38%	-3.28%	100.00%
	<b>5,814</b>	<b>3,439</b>	<b>1,799</b>	<b>494</b>	<b>19</b>	<b>11,566</b>
<b>Net profit to owners</b>						
Intercompany/ Adjustment	<b>-1,910</b>	<b>-654</b>	<b>-1,002</b>	<b>-252</b>	<b>-462</b>	
Consolidated	<b>3,904</b>	<b>2,785</b>	<b>797</b>	<b>242</b>	<b>-443</b>	<b>7,285</b>
% contribution	53.59%	38.23%	10.94%	3.32%	-6.08%	100.00%
<b>2015</b>	MEG	EMP	RWM	GADC	Others	TOTAL
	21,998	18,322	14,234	9,644	1,961	<b>66,159</b>
<b>Revenues</b>						
Intercompany/ Adjustment	-24	0	0	0	-715	
Consolidated	<b>21,974</b>	<b>18,322</b>	<b>14,234</b>	<b>9,644</b>	<b>1,246</b>	<b>65,420</b>
% contribution	33.59%	28.01%	21.76%	14.74%	1.90%	100.00%
	14,919	14,136	11,826	9,194	1,167	<b>51,241</b>
<b>Costs and expenses</b>						
Intercompany/ Adjustment	-11	0	0	0	-59	
	<b>14,908</b>	<b>14,136</b>	<b>11,826</b>	<b>9,194</b>	<b>1,108</b>	<b>51,172</b>
Consolidated						
<b>Net profit</b>	5,429	3,261	2,364	324	771	<b>12,149</b>
Intercompany/ Adjustment	-12	0	0	0	-657	
Consolidated	<b>5,417</b>	<b>3,261</b>	<b>2,364</b>	<b>324</b>	<b>114</b>	<b>11,480</b>
% contribution	47.18%	28.40%	20.59%	2.82%	1.01%	100.00%

	5,260	3,261	2,367	321	771	11,980
<b>Net profit to owners</b>						
Intercompany/ Adjustment	-1,731	-605	-1,318	-164	-655	
<b>Consolidated</b>	<b>3,529</b>	<b>2,656</b>	<b>1,049</b>	<b>157</b>	<b>116</b>	<b>7,507</b>
% contribution	47.01%	35.39%	13.98%	2.10%	1.52%	100.00%
<b>Year-on-year Change</b>	MEG	EMP	RWM	GADC	Others	TOTAL
	4.55%	0.10%	-2.78%	12.85%	-16.61%	2.53%
Revenues						
Costs and expenses	1.80%	1.31%	-0.10%	10.85%	24.36%	3.34%
	10.79%	4.91%	-23.98%	53.51%	-424.6%	-1.19%
Net profit						
Net profit to owners	10.66%	4.83%	-24.02%	54.80%	-485.97%	-2.95%

-Amounts are in million Pesos. Numbers may not add up due to rounding off. The above follows grouping of accounts at AGI consolidated level, so revenues and costs and expenses may not tally the totals as separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level.

-RWM revenues are presented gross of promotional allowance, which are then included under costs and expenses.

### Profit and loss accounts:

<i>In Million Pesos</i>	2016	2015	Growth
<b>REVENUES</b>			
Sale of goods	34,910	35,019	-0.31%
Consumer goods	18,454	18,660	-1.10%
Revenues from real estate (RE) sales	16,456	16,359	0.59%
RE sales	13,433	13,427	0.04%
Realized gross profit on RE sales	2,072	2,033	1.92%
Interest income on RE sales	951	899	5.78%
Rendering of services	30,154	28,435	6.05%
Gaming	11,807	12,509	-5.61%
Sales by company-operated quick-service restaurant	9,809	8,729	12.37%
Franchise revenues	998	881	13.28%
Rental income	5,086	4,429	14.83%
Other services	2,454	1,887	30.05%
Hotel operations	1,832	1,527	19.97%
Other services	622	360	72.78%
Share in net profits of associates and joint ventures	99	152	-34.87%
Finance and other income	1,911	1,814	5.35%
<b>TOTAL</b>	<b>67,074</b>	<b>65,420</b>	<b>2.53%</b>
<b>COSTS AND EXPENSES</b>			
Cost of goods sold	22,463	22,425	0.17%
Consumer goods sold	12,115	12,282	-1.36%
RE sales	7,625	7,515	1.46%
Deferred gross profit on RE sales	2,723	2,628	3.61%
Cost of services	15,157	14,753	2.74%
Gaming-license fees, promo allowances	5,342	5,903	-9.50%
Services	9,815	8,850	10.90%
Other operating expenses	12,929	11,393	13.48%

Selling and marketing	5,663	4,747	19.30%
General and administrative	7,266	6,646	9.33%
Finance costs and other charges	2,331	2,600	-10.35%
<b>TOTAL</b>	<b>52,881</b>	<b>51,172</b>	<b>3.34%</b>
<b>TAX EXPENSE</b>	<b>2,849</b>	<b>2,768</b>	<b>2.90%</b>

**The Group** turned over P67.07 billion revenues in the first half of the year, up 2.5% year-on-year, and net profited P11.34 billion of which P7.28 billion was attributable to owners. Business escalated in second quarter with net profit climbing 15.3% quarter-on-quarter and 2.9% year-on-year as revenues expanded 2.8% quarter-on-quarter and 2.7% year-on-year.

All businesses showed positive profitable results and contributions in the interim periods, despite the challenges hurdled by the gaming business.

**Megaworld**, the leading developer of integrated urban townships and the largest lessor of office spaces, ended the first half of the year with P6.03 net profit which was 11.0% higher year-on-year with P5.81 billion attributable to owners. Its second quarter net profit jumped 28.7% quarter-on-quarter. Megaworld's sustained earnings growth continues to be driven by its aggressive focus on township developments not only in Metro Manila but also in the provinces where it is mapping out the so-called 'Visayas BPO Triangle' in the key cities of Iloilo, Cebu and Bacolod where it is poised to benefit from the current thrust of the government to grow the countryside. Revenues, which include Global-Estate Resorts, Inc. (GERI), Empire East Land Holdings, Inc. (Empire East) and Suntrust Properties, Inc. (Suntrust), amounted to P23.03 billion, up 4.6% from a year ago. Real estate sales across the 21 integrated townships, high-rise and horizontal projects were maintained at P13.43 billion, the same level as last year, and got boosted by rental revenues from office, malls and commercial center spaces which soared 15.0% year-on-year to P4.84 billion and hotel operations which surged 64.7% year-on-year to P590 million. The Megaworld-GERI-Empire East-Suntrust brands shared 57-16-17-10 of real estate sales. About 24% of real estate sales were from Fort Bonifacio projects, 48% from other Metro Manila projects, 17% from Luzon outside Metro Manila and 11% from Visayas. These operating results brought in 34% and 53% to AGI's consolidated revenues and net profit, respectively.

**Emperador** marked the first half with a significant milestone as it takes over the largest and oldest brandy producer in Spain - the 286-year old Bodegas Fundador - at end-February, fortifying Emperador as the largest brandy company in the world. The acquisition bolstered EMP's brandy business and sherry wine business in Spain and United Kingdom, adding four iconic brands to the Group's portfolio - 'Fundador Brandy de Jerez', the first Spanish brandy to be marketed; 'Terry Centenario', the largest brandy in Spain; 'Tres Cepas', a market leader in Equatorial Guinea; and 'Harveys', the number 1 selling sherry wine in the world and the leader in UK where it holds the distinction of being the only sherry wine that can be served to the Queen in Buckingham Palace. EMP grew net profit 5.5% to P3.4 billion in the first half and up 9.4% to P2.0 billion in the second quarter, which accelerated 44.8% quarter-on-quarter, on cost efficiencies and Bodegas Fundador's four-month earnings. Revenues were maintained at same levels as last year, as own labels, new products and new territories compensated for an agency product dropped for distribution. The brandy business, i.e. Emperador ex-WMG, turned over revenues higher by 14.2% in the first half and by 9.8% in the second quarter, year-on-year, which was attributed to new Spanish brandy and sherry products plus new local products Andy Player whisky and ready-to-drink Smirnoff Mule, which began selling in October and April last year, respectively. The Russian Standard Vodka distributorship which was terminated at end-2015 impacted this year's revenues from the Scotch whisky business, yet the impact was softened by Own Label products which sold ahead of last year, especially in USA, Asia and Europe, so that WMG revenues in the second quarter improved by 20.7% quarter-on-quarter. Gross profit margins in the interim periods improved to 35% year-to-date and 39% for second quarter, slightly better by 46basis points and 155basis points year-on-year, respectively. For the first half of the year, Emperador group accounted for 27% and 30% of AGI's consolidated revenues and net profit.

**Travellers**, the owner and operator of Resorts World Manila (RWM), for the first half of the year reported net profit of P1.80 billion on gross revenues of P13.84 billion, with earnings before interest,

taxes, depreciation and amortization (EBITDA) of P2.99 billion. For the second quarter, gross revenues were up 8.8% year-on-year to P7.2 billion with an EBITDA of P1.6 billion, resulting in a net profit of P638 million which was up 3.1% year-on-year. Gross gaming revenues ended the second quarter at P6.2 billion, a 9% improvement year-on-year, attributed to increased volumes across all segments and an improved win rate. Meanwhile, non-gaming businesses, which include hotel, F&B, and other revenues, posted 7% increase ending the quarter at P920 million. Total room count for the three hotels (Maxims Hotel, Remington Hotel, and Marriott Hotel Manila) remains at 1,226 with occupancy rate still strong at 87%. The Marriott Grand Ballroom, which houses the largest ballroom in the country, generated P93 million worth of revenues or a 50% growth year-on-year. Direct costs year-to-date contracted slightly with 41.8% decrease in promotional allowance in the second quarter. Other operating costs increased due to higher marketing and promotions and depreciation. The group contributed 21% and 16% to AGI's year-to-date consolidated revenues and net profit, respectively.

**GADC's** net profit surged 53.51% to P497 million from P324 million a year ago as revenues climbed 12.85% to P10.88 billion. Quarterly net profit escalated 60.45% with revenues expanding 7.45% quarter-on-quarter. This is achieved from the opening of 37 new restaurants (16 company-owned, 18 franchised, 3 joint venture), reimaging of 27 existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (Chicken Fillet ala King, Cheesy Eggdesal, Mushroom Soup); Limited Time Offers Products (Smoky Cheeseburger, Fries with Ditp, McGriddles, Shake Shake Fries, Dessert campaigns), and aggressive advertising and promotional campaigns to support Extra Value Meals (Chicken McDo, Coke glass), Everyday McSavers (float, sundae, fries, sides, Burger McDo), McSaver Meals, Desserts and Breakfast. The new and improved Burger McDo was introduced on May 27, 2016. Chicken McDo is the top selling product. The new restaurants contributed about 5% to total system sales while business extensions comprise 24% of the total. Drive-thru is the extension which has the biggest contribution of 12% of total revenues. There were 494 restaurants operating by the end of the interim period, as compared to 464 restaurants a year ago. Systemwide same-store sales grew by 10% year-on-year. Price increases were also strategically implemented in order to mitigate the impact of increase in cost of raw materials and to maintain the level of product quality. Cost of sales and services went up by 10%, primarily due to cost of inventory which increased by 9.7% brought about by increase in sales volume, higher prices of imported raw materials and the shift in product mix. These operating results translated into 16% and 4% of the consolidated revenues and net profit of AGI and subsidiaries.

**Revenues** for the first half expanded 2.5% year-on-year due to 6.0% growth in service revenues. Rendering of services (gaming, hotel, quick-service restaurants, rentals, cinemas) grew 6.0% from GADC's quick-service restaurant sales which escalated 12.4% and Megaworld's rental income which jumped 15.0%. Sale of goods (real estate, alcoholic beverages and snack products) were at same level as last year. Pik-Nik sales rose 22.0%.

**Costs and expenses** increased by 3.3% year-on-year. Cost of goods sold, which is a function of sales, was maintained at same level as last year. Cost of services went up 2.7% due to higher restaurant sales and brisk hotel and rental operations. Other operating expenses rose 13.5% primarily due to higher general marketing expenditures and depreciation at RWM, and salaries and benefits of MEG employees.

**Finance and other income** were up 5.4% this year because of unrealized foreign currency gains of Travellers, Megaworld and Emperador. **Finance costs and other charges** were down 10.4% due to lower interest expense by Travellers and Megaworld as well as appreciation of Philippine peso against the US dollar which reversed last year's forex losses to forex gains this year for Travellers and Megaworld.

**Income tax** increased slightly by 2.9% this year as compared to a year ago, which is attributed to higher taxes for Megaworld and Travellers this year.

**Earnings before interest, taxes, depreciation and amortizations (EBITDA)**, computed as net profit before share in net profits of associates and joint ventures, income taxes, interest expense,



depreciation, amortizations and impairment provisions, amounted to P19 billion for both comparable interim periods.

The Group had executed well in the first six months in spite of the external hurdles.

#### *Financial Condition*

Consolidated total assets amounted to P460.47 billion at end of the interim period from P448.72 billion at beginning of year. The Group is strongly liquid with current assets exceeding current liabilities 2.35times. Current assets amounted to P216.97 billion while current liabilities amounted to P92.31 billion at end of the interim period.

Cash and cash equivalents dipped by P11.06 billion or 16.1% to end at P57.53 billion from P68.59 billion at the beginning of the year, primarily due to cash outlaid in the completion of Emperador's acquisition of assets of Bodegas Fundador and the capital expenditures and business expansion of RWM, Megaworld and GADC. Cash flows from operating, financing and investing activities during the period were presented in the interim consolidated statements of cash flows.

Financial assets at FVTPL contracted 72.9% or P5.88 billion due to investments sold during the interim period in order to get fresh funds.

Current trade and other receivables inched 1.1% or P512 million due to higher sales in second quarter. Non-current trade and other receivables climbed 12.0% or P3.95 billion from real estate customers.

Inventories expanded 7.3% or P5.75 billion from the maturing inventories of Spanish brandy and Scotch whisky and the condominium units for sale.

Other current assets increased 21.4% or P1.41 billion from Megaworld's input vat and prepayments, and Emperador's creditable withholding taxes as well as timing of prepayments and subsequent charging to profit or loss in general.

Available-for-sale financial assets dwindled 73.9% or P1.62 billion from securities sold to get fresh funds.

Land for future development were reduced by 5.8% or P1.04 billion due to reclassification of land to newly-started real estate developments.

Property, plant and equipment swelled 14.0% or P9.29 billion primarily from the assets of the acquired Spanish business unit which include vineyards and buildings; massive constructions at RWM which will add three new hotels and new wing expansion; new hotel buildings of Megaworld; and construction of a meat plant for GADC. The Marriott West Wing in RWM is expected to be completed by the fourth quarter of this year while the three hotels, Hilton Manila, Sheraton Manila Hotel, and Maxims II, will be completed by 2018. It will also include an additional gaming area, new retail spaces and six basement parking decks.

Investment property increased 10.0% or P4.83 billion as more property for lease gets completed.

Intangible assets ballooned 26.9% or P7.94 billion from the acquired Spanish trademarks and the goodwill resulting in the business unit acquisition.

Other non-current assets dropped 27.7% or P2.73 billion when the P2.85 billion deposit paid last year was applied to the purchase price at completion of Bodegas Fundador's acquisition in February 2016. Interest bearing loans, both current and non-current included, increased 5.5% or P3.20 billion due to the loan obtained by Travellers for working capital.

Income tax payable shrank 31.8% or P200 million due to timing of payment as the annual local taxes are to be settled in April.

Other current liabilities rose 5.5% or P1.19 billion as Megaworld's business activities intensified which were reflected in higher reserve for property development, deferred income on real estate sales and customer deposits.

Advances from related parties deescalated 5.5% or P82 million due to payments made by Megaworld during the interim period.

Retirement benefit obligation escalated 38.2% or P712 million primarily from additions booked by WMG.

The changes in equity components are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased 5.1% or P6.97 billion primarily from net profit share for the interim period and marked-to-market gains on available-for-sale financial assets, which were partly offset by actuarial and translation losses during the interim period. The equity to non-controlling interest increased by 1.79% from net profit share for the interim period.

### *Liquidity and Capital Resources*

The consolidated balance sheet showed strong liquidity with current assets exceeding current liabilities 2.3times. Total-liabilities-to-equity ratio is at 0.9:1. Assets exceeded liabilities 2.1times, and equity 1.9times.

In general, working capital was sourced internally from operations during the period. The Group may also from time to time seek other sources of funding, if necessary, which may include debt or equity financings, depending on its financing requirement and market conditions.

<i>Amounts in Million Pesos</i>	30-Jun-16	31-Dec-15
Cash and equivalents	57,532	68,594
FVTPL/AFS financial assets	2,759	10,260
Total Available	60,291	78,854
Interest-bearing debt –current	31,089	28,705
Interest-bearing debt- noncurrent	84,284	83,791
Equity-linked securities- noncurrent*	5,261	5,259
Total Debt	120,634	117,755
Net cash (debt)	(60,343)	(38,901)
Available Cash and financial assets to	50%	67%
interest-bearing debt Interest- bearing debt to total equity	50%	51%

\*Presented under Other Non-current liabilities

### *Prospects for the future*

AGI has a proven track record of creating value over time and is confident in its ability to deliver sustainable profitable growth and value for its stakeholders. AGI remains vigilant on delivering its business goals and intends to continue to adopt prudent measures to ensure financial sustainability. It is always on the lookout for new opportunities that will enhance the overall profitability of the group while maintaining established markets.

Emperador is looking into an exciting future with its much bigger product portfolio of brandy and whisky that have greater global reach. The group is best positioned to capitalize on premiumization opportunities. The completion of the purchase of the brandy and sherry business in Spain in February

2016 marks the birth of the world's biggest brandy company, and a new era begins not only for Emperador and Fundador but for whole brandy and sherry industry in Spain.

Megaworld has a strong roster of townships nationwide that are backed by adequate landbanking and carefully-thought masterplans. Its rental business had been growing exponentially. The government's thrust to expand in the countryside is parallel with Megaworld's direction in expanding developments outside Metro Manila.

Travellers sees a lot of potential for further growth in spite of increased competition and challenges in the general gaming industry. With year-over-year growth in key tourism indicators and ongoing infrastructure developments, Travellers anticipates the local integrated resort industry to continue to grow. Expansion projects at RWM are in full swing, with target completion in second half of 2016 and towards 2018. With the Marriott Grand Ballroom fully operational, the MICE market becomes a key differentiator.

GADC targets to open its 500th store this year and is consistently bringing out innovations to delight customers.

In 2016, all the business segments are expected to sustain their growth trajectory in line with targets and will continue to strengthen their footprints in their fields.

#### *Others*

There were no known material events subsequent to the end of the interim period that would have a material impact in the interim period.

There are no other known trends or demands, commitments, events or uncertainties that will result in or that are reasonably likely to result in the Company's liquidity increasing or decreasing in any material way. The Company does not have nor anticipate having any cash flow or liquidity problems within the year. AGI and its subsidiaries are not in default or breach of any note, loan, lease or other indebtedness or financing arrangement requiring it to make payments.

There are no other known events that will trigger direct or contingent financial obligation that is currently considered material to the Company, including any default or acceleration of an obligation. There are no other material off-balance sheet transactions, arrangements, obligations, and other relationships with unconsolidated entities or other persons created during the reporting period.

There are no other known trends, events or uncertainties that have had or that are reasonably expected to have a material favorable or unfavorable impact on net sales or revenues or income from continuing operations. There are also no known events that will cause material change in the relationship between costs and revenues.

There are no other significant elements of income or loss that did not arise from continuing operations.

There were no other material issuances, repurchases or repayments of debt and equity securities.

The business has no seasonal aspects that had a material effect on the financial condition and results of operations of the Group.

### **Market Price and Dividends on Common Shares**

#### *Market Information*

The Company's common shares are traded on the Philippine Stock Exchange. The closing price of the said shares as of 15 August 2016 was P16.00. The trading prices of the said shares for each quarter within the last two years and subsequent interim period are set forth below:

	2014				2015				2016	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
High	30.5	31.85	30.05	27.0	27.4	27.9	23.8	19.0	17.42	17.00
Low	25.3	27.90	23.40	20.8	22.5	21.5	15.1	15.1	12.60	13.98

(Source: PSE Research Dept.)

### Shareholders

As of 31 July 2016, the Company had 874 stockholders holding 10,269,827,979 common shares. The Top Twenty Stockholders of the Company are as follows:

Rank	Stockholder	No. of Shares Held	Per Cent to Total
1	The Andresons Group, Inc.	4,028,823,194*	39.230%
2	PCD Nominee Corporation (Non-Filipino)	3,054,889,832	29.746%
3	PCD Nominee Corporation (Filipino)	1,258,112,692	12.251%
4	Altavision Resources, Inc.	451,574,334	4.397%
5	Yorkshire Holdings, Inc.	255,773,508	2.491%
6	Asiagroup Holdings, Inc.	220,004,000	2.142%
7	Globaland Holdings, Inc.	220,004,000	2.142%
8	Grand Belair Holdings, Inc.	220,004,000	2.142%
9	Le Bristol Holdings, Inc.	216,100,000	2.104%
10	California Orchard Growers' Investments, Inc.	120,000,000	1.168%
11	Eastwood Property Holdings, Inc.	112,600,000	1.096%
12	Andrew L. Tan	63,684,350	0.620%
13	Andresons Global, Inc.	30,088,596	0.293%
14	Megaworld Cebu Properties, Inc.	10,000,000	0.097%
15	Kingson U. Sian	5,001,100	0.049%
16	Lucio W. Yan &/or Clara Y. Yan	1,000,000	0.0010%
17	First Centro, Inc.	364,200	0.004%
18	Jianhua Su	202,500	0.002%
19	American Wire & Cable Co., Inc.	200,000	0.002%
20	Ching Bun Teng	150,000	0.001%

\*includes shares lodged with PCD Nominee Corporation beneficially owned by TAGI

Refer to Security Ownership on page 5 of Information Statement for stockholders holding 5% or more. PCD Nominee Corporation (Non-Filipino and Filipino) is comprised of several nominees and the participants with 5% or more are indicated in Security Ownership on page 5 of Information Statement. Total shares of Yorkshire Holdings, Inc. includes direct and indirect beneficial ownership through Altavision Resources, Inc., Asiagroup Holdings, Inc., Globaland Holdings, Inc., Grand Belair Holdings, Inc., and Le Bristol Holdings, Inc.

In July 2008, the Company was authorized to buy-back its shares from the market. The buy-back program was undertaken to create and enhance shareholder value, since market prices at this time did not reflect the true value of the shares. The Company bought 550.10 million shares worth P1.63 billion under its buy-back program. In 03 December 2010, the Board authorized the reissuance of its treasury shares which were all sold in 2011.

### Dividends in the Two Most Recent Years and Subsequent Interim Period

It is the Company's policy to periodically declare a portion of its unrestricted retained earnings as dividend either in the form of cash or stock. The declaration of dividends depends upon the Company's earnings, cash flow and financial condition, among other factors. The Company may declare dividends out of its unrestricted retained earnings only. Unrestricted retained earnings represent the net accumulated earnings of the Company with its capital unimpaired which are not appropriated for any other purpose. The Company may pay dividends in cash, by the distribution of property, or by the issue of shares of stock. Cash dividends are subject to the approval by the Board of Directors. Stock dividends are subject to the approval by both the Board of Directors and at least two-thirds (2/3) of the outstanding capital stock of the stockholders at a stockholders' meeting called for such purpose.

On August 26, 2014, and August 12, 2015, AGI declared cash dividends of P0.38 and P0.31 per share, respectively, payable to all stockholders of record as of September 22, 2014, and September 1, 2015, respectively.

As of December 31, 2015, AGI has P75,751,556,850.00 billion unrestricted retained earnings available for dividend distribution.

#### *Recent Sales of Unregistered or Exempt Securities Within the Past Three Years*

On December 19, 2011 and March 14, 2013, options to subscribe to common stock of the Company totaling 46.5 million (the “2011 Options”) and 59.1 million (the “2013 Options”), respectively, were granted to key executives and senior officers, including the CEO and President, at an exercise price of P9.175 and P12.9997, respectively. The total number of outstanding options granted is 105.6 million options to subscribe to the same number of common shares. All of the 2011 Options have vested as of December 31, 2014 while all of the 2013 Options have vested as of March 2016. No vested options have been exercised and no stocks have been issued as of to-date.

#### **Compliance with Leading Practices on Corporate Governance**

In 2002, the Company adopted a Manual on Corporate Governance in order to institutionalize the rules and principles of good corporate governance in the entire organization in accordance with the Code of Corporate Governance promulgated by SEC. A Revised Manual was adopted by the Company on July 30, 2014 pursuant to SEC Memorandum Circular No. 6, Series of 2009 and as amended by SEC Memorandum Circular No. 9, Series of 2014.

##### *Audit Committee*

The Company’s Audit Committee is responsible for ensuring that all financial reports comply with internal financial management and accounting standards, performing oversight financial management functions, pre-approving all audit plans, scope and frequency and performing direct interface functions with internal and external auditors. This Committee has three members, two of whom are independent directors. An independent director serves as the head of the committee.

##### *Compensation and Remuneration Committee*

The Company’s Compensation and Remuneration Committee is responsible for establishing a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, as well as providing oversight over remuneration of senior management and other key personnel ensuring that compensation is consistent with the Company’s culture, strategy and control environment. This Committee consists of three members, including at least one independent director.

##### *Nomination Committee*

The Company’s Nomination Committee pre-screens and shortlists all candidates nominated to become a member of the Board of Directors in accordance with qualifications prescribed by law and the Company’s Manual of Corporate Governance. This Committee has three voting members, including at least one independent director.

In 2015, the directors of the Company were required to take a Corporate Governance Orientation course and are encouraged to undergo further training in corporate governance.

The Company likewise complies with its Manual on Corporate Governance requirement that it rotate its external auditor or change the handling partner every five (5) years or earlier.

##### *Evaluation System*

The Company has designated a Compliance Officer who is tasked with monitoring compliance with the provisions of its Manual of Corporate Governance. The Compliance Officer, who is directly reporting to the Chairman of the Board, has established an evaluation system to measure or

determine the level of compliance by the Company with its Manual. A Self-Rating System on Corporate Governance was implemented and submitted to SEC and PSE in July 2003.

*Deviations from Manual and Sanctions Imposed*

In 2015, the Company substantially complied with its Manual of Corporate Governance and did not materially deviate from its provisions. No sanctions have been imposed on any director, officer or employee on account of non-compliance.

*Plan to Improve Corporate Governance*

Pursuant to SEC Memorandum Circular No. 6, Series of 2009 and as amended by SEC Memorandum Circular No, 9, Series of 2014, the Company has revised its Manual of Corporate Governance to make its provision compliant with the Revised Code of Corporate Governance.

Among the measures undertaken by the Company in order to fully comply with the provisions of the leading practices on good corporate governance adopted in its Manual on Corporate Governance are monitoring and evaluation of the internal control system for corporate governance. The Company likewise maintains an active website where its Annual Reports, Quarterly Reports, Financial Statements and other disclosures are uploaded for easy access and reference by the investing public. The Company is committed to good corporate governance and continues to improve and enhance the evaluation system for purposes of determining the level of compliance by the Company with its Manual on Corporate Governance.

# COVER SHEET

SEC Registration Number

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**COMPANY NAME**

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A	N	D		S	U	B	S	I	D	I	A	R	I	E	S													

**PRINCIPAL OFFICE** ( No./Street/Barangay/City/Town)Province)

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Form Type

Department requiring the report

Secondary License Type, If Applicable

1	7	-	A
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S	E	C
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Certificate of Permit to Offer Securities for Sale
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**COMPANY INFORMATION**

<p style="text-align: center; font-size: small;">Company's Email Address</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">intingdin@gmail.com</div>	<p style="text-align: center; font-size: small;">Company's Telephone Number/s</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">709-2038 to 41</div>	<p style="text-align: center; font-size: small;">Mobile Number</p> <div style="border: 1px solid black; height: 20px;"></div>
<p style="text-align: center; font-size: small;">No. of Stockholders</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">1,297</div>	<p style="text-align: center; font-size: small;">Annual Meeting Month/Day</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">SEPTEMBER 3RD TUESDAY</div>	<p style="text-align: center; font-size: small;">Fiscal Year Month/Day</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">DECEMBER 31</div>

**CONTACT PERSON INFORMATION**

The designated contact person **MUST** be an Officer of the Corporation

<p style="text-align: center; font-size: x-small;">Name of Contact Person</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">DINA INTING</div>	<p style="text-align: center; font-size: x-small;">Email Address</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">intingdin@gmail.com</div>	<p style="text-align: center; font-size: x-small;">Telephone Number/s</p> <div style="border: 1px solid black; padding: 2px; text-align: center;">709-2038 to 41</div>	<p style="text-align: center; font-size: x-small;">Mobile Number</p> <div style="border: 1px solid black; height: 20px;"></div>
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Contact Person's Address

7th Floor, 1880 Eastwood Avenue, Eastwood City Cyberpark, 188 E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City

Note 1: In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.  
 2: All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-A

ANNUAL REPORT PURSUANT TO SECTION 17  
OF THE SECURITIES REGULATION CODE AND SECTION 141  
OF THE CORPORATION CODE OF THE PHILIPPINES

1. *For the fiscal year ended* **December 31, 2015**
2. *SEC Identification Number* **AS093-7946**
3. *BIR Tax Identification No.* **003-831-302-000**
4. *Exact name of issuer as specified in its charter* **ALLIANCE GLOBAL GROUP, INC.**
5. **METRO MANILA, PHILIPPINES**  
*Province, country or other jurisdiction of incorporation or organization*
6. *(SEC Use Only)*  
*Industry classification code*
7. **7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark  
188 E. Rodriguez Jr. Avenue, Bagumbayan, 1110 Quezon City**  
*Address of principal office*
8. **(632) 7092038 to 41**  
*Registrant's telephone number, including area code*
9. *Securities registered pursuant to Sections 8 and 12 of the SRC, or secs. 4 and 8 of the RSA*

<i>Title of Each Class</i>	<i>Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding</i>
----------------------------	--

<b>Common</b>	<b>10,269,827,979</b>
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10. *Are any or all of these securities listed on Philippine Stock Exchange?* **Yes.**
11. (a) *AGI has filed all reports required to be filed by Section 17 of the SRC and SRC Rule 17.1 thereunder or Section 11 of the RSA and RSA Rule 11(a)-1 thereunder, and Sections 26 and 141 of The Corporation Code of the Philippines during the preceding twelve (12) months.*  
(b) *AGI has been subject to such filing requirements for the past ninety (90) days.*
12. *The aggregate market value of the voting stock held by non-affiliates of AGI, based on the closing price of its common stock of Seventeen Pesos (P17.00) on the Philippine Stock Exchange on April 705, 2016, is P101,193,975,124.*



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**AUDITED CONSOLIDATED FINANCIAL STATEMENTS  
SUPPLEMENTARY SCHEDULES TO THE FINANCIAL STATEMENTS  
ANNUAL CORPORATE GOVERNANCE REPORT FOR 2015**

## PART I - BUSINESS AND GENERAL INFORMATION

### 1. BUSINESS

#### *a. Organization And Business Development In The Past Three Years*

##### *a.1. The Company*

**Alliance Global Group, Inc.** (“AGI” or “the Company”) is one of the leading conglomerates in the Philippines, with interests in property development, food and beverage manufacture and distribution, quick-service restaurants and integrated tourism development businesses. The Company and its subsidiaries, associates and jointly-controlled entities (“**the Group**”) operate a diversified range of businesses that focus on developing products and services that generally cater to the target markets.

Incorporated on October 12, 1993, AGI began operations in 1994 as a glass-container manufacturer after it acquired a glass manufacturing plant in Canlubang, Laguna. AGI initially listed its shares in the Philippine Stock Exchange (“PSE”) in 1999; after which in the same year, it obtained approval from the Securities and Exchange Commission (“SEC”) to broaden its primary business and become a holding company. Immediately, the Company began its diversification into the food and beverage and real estate industries, and, in 2005, into the quick-service restaurant business. In 2007, it reorganized to consolidate businesses controlled by Dr. Andrew L. Tan and family (“Tan family”), specifically in the distilled spirit manufacturing and property development. In 2008, the Company entered into integrated tourism development, with gaming activities, by partnering with a leading multinational leisure, entertainment and hospitality group. In 2011, AGI expanded its integrated tourism estate development outside of Metro Manila, particularly in the Calabarzon and Visayan regions, and in 2014, in Mindanao. The Group started expanding its spirits manufacturing business abroad as it acquired vineyard lands and assets in Spain in early parts of 2013 and 2014. Also in 2014, the Group marched into a new territory in Europe with the acquisition of the 5<sup>th</sup> largest manufacturer of Scotch whisky in the world. And in later part of 2015, a brandy and sherry business was purchased in Spain [completed in February 2016]; thus fortifying the distilled spirits business segment. The Group did realignments and acquisitions also in the real estate segment in 2013 to 2015 while expansion of non-gaming facilities and offerings and quick-service restaurants continues.

The Tan family beneficially owns a majority interest in AGI.

##### *a.2. Subsidiaries*

###### **Emperador Inc.**

**EMPERADOR INC.** (“EMP” or “Emperador”) is a publicly-listed domestic holding company which, through its subsidiaries, operates an integrated business of manufacturing, bottling, and distributing distilled spirits and other alcoholic beverages from the Philippines and Europe. Through **Emperador Distillers, Inc.** (“EDI”), EMP has established its identity in the Philippine alcoholic beverages business with steady growth and production of high quality liquor. EDI, the Philippines’ largest liquor company and the world’s largest brandy producer, has a product portfolio that consists of its own brands as well as licensed products. Through **Whyte and Mackay Group Limited** (“WMG” or “Whyte and Mackay”) of United Kingdom, EMP has entered the global Scotch whisky business. WMG has a rich heritage of a Scottish spirits company, which is the fifth largest Scotch whisky manufacturer in the world, and its products are distributed in over 50 countries. With its most recent purchase of the brandy and sherry business from Beam Spain, S.L., through its indirect wholly-owned subsidiary **Bodegas Fundador S.L.U.** (“Bodegas

Fundador”) [such purchase completed on 29 February 2016], EMP has fortified its brandy business and sherry business in Spain and United Kingdom. Bodegas Fundador has the largest and oldest brandy facility in Spain. At present, the Group has a wider range of products in its portfolio – from value to super premium – and an international reach to more than 50 countries.

EMP was incorporated on November 26, 2001 and first listed its shares on the PSE on December 19, 2011. It served as a platform for EDI to go public in 2013. In August to September 2013, AGI, EDI and EMP, which is substantially a shell company at this time, entered into a series of transactions whereby AGI acquired majority control over EMP and EMP acquired full ownership of EDI. EMP’s acquisition of EDI from AGI is accounted for similar to a reverse acquisition of a non-operating shell company, wherein the legal subsidiary, which is EDI, is deemed as the acquirer and the legal parent, which is EMP, is deemed as the acquired. EMP has P20.0 billion authorized capital stock, P16.12 billion of which are issued and outstanding as of December 31, 2015. Its consolidated total assets amounted to P98.26 billion as at December 31, 2015.

**EDI** is the leading brandy manufacturer and distributor of distilled spirits in the Philippines. It produces three own label brands, namely, ‘Emperador Brandy’, ‘Andy Player Whisky’ and ‘The BaR’ flavored alcoholic beverage (gin, vodka, tequila); manufactures ‘Smirnoff Mule Vodka’ under license from Diageo North America, Inc.; and distributes Ernest & Julio Gallo wines in the Philippines. EDI began selling the “Emperador Deluxe’ brand in March 2013. In April 2015, it launched the ready-to-drink ‘Smirnoff Mule’ vodka and, a few months later, in October, reintroduced ‘Andy Player’ whisky, a popular drink in the 80s. EDI also sells the Whyte and Mackay products locally. EDI was incorporated on June 6, 2003 and sold to AGI by **The Andresons Group, Inc.** (“TAGI”) and the Tan family on February 16, 2007. EDI has an authorized capital stock of 22 billion, of which 12.5 billion shares are outstanding and held by EMP as at December 31, 2015.

It operates two manufacturing plants in Laguna, Philippines. EDI has its own distillery plant which was acquired in February 2013 from **The Consolidated Distillers of the Far East, Inc.** (“Condis”) of the Tan family. Another distillery plant is under construction.

Emperador procures its new bottles from **Anglo Watsons Glass, Inc.** (“AWG”), a wholly-owned domestic subsidiary of EDI, which caters principally to EDI’s requirements. AWG operates a glass container manufacturing plant in Laguna on a 24-hour shift. AWG was incorporated on July 22, 1999 to handle the spun-off glass container manufacturing business of AGI, and EDI acquired it from AGI in June 2012. AWG has P405,750,000 authorized capital stock divided into 400 million common shares and 115,000,000 preferred shares, fully subscribed and paid up capital as at end-2015.

In 2013, Emperador embarked on acquisitions in Spain which include the **Bodega San Bruno**, the San Bruno trademark, vineyards, and sizable inventory of high-quality well-matured brandy from **Gonzalez Byass S.A.**, one of the largest and oldest liquor and wine conglomerate in Spain. Under a supply agreement with Gonzalez Byass, the Emperador Deluxe Spanish Edition is produced and bottled in Spain and exported to the Philippines where it started selling in March 2013. In 2014, Gonzalez Byass agreed to give Emperador 50% participation in **Bodegas Las Copas**, a fully integrated brandy production company that it owns. On November 27, 2015, the Spanish brandy and sherry business was purchased from Beam Suntory Inc. which includes Spain’s largest and oldest brandy cellars with sizeable brandy inventory aged more than 50 years; four iconic brands including ‘Fundador Brandy de Jerez’; production and bottling facilities, vineyards, distillery and wine facilities [the purchase was completed on February 29, 2016 under **Bodegas Fundador SLU**]. The Spanish investments and operations are all under **Grupo Emperador Spain**, a wholly-owned subsidiary of **Emperador Asia Pte Ltd** which is, in turn, wholly owned by **Emperador International Limited** (“EIL”), an investment and holding company incorporated in the British Virgin Islands on December 13, 2006. Both EMP and EDI have investments in EIL that account to 100%. The Spain group owns vineyard estates in Toledo and in

Madrid. The main industrial facilities are located at Jerez de la Frontera in Cadiz and Tomelloso in Ciudad Real.

On October 31, 2014, **Whyte and Mackay Group Limited** (“WMG” or “Whyte and Mackay”) and subsidiaries were folded into the Emperador group, as a deal signed on May 9, 2014 between **Emperador UK Limited** (“EUK”) and United Spirits (Great Britain) Limited, an indirect wholly-owned subsidiary of **United Spirits Limited** (“USL”) of India, was completed for an enterprise value of £430 million. USL (the world's largest spirits company by volume) was forced to put Whyte and Mackay up on sale because of UK anti-trust concerns, when London-based Diageo Plc (the world's leading premium drinks manufacturer) gained controlling interest in USL. EUK is wholly-owned by **Emperador Holdings (GB) Limited** which is in turn wholly-owned by EIL.

Whyte and Mackay is the fifth largest Scotch whisky manufacturer in the world with a history of more than 170 years and ownership of some of the most iconic Scotch brands in the industry, including British luxury brand ‘The Dalmore Single Highland Malt’, ‘Jura Premium Single Malt’, and ‘Whyte & Mackay Blended Scotch Whisky’. The products are distributed in more than 50 countries mainly in Europe and North America, with strong presence in the global travel retail space. WMG, the immediate parent and smallest consolidating group, was incorporated on August 7, 2001 in Scotland. The main trading entity and a wholly owned subsidiary is **Whyte and Mackay Limited** (“WML”), incorporated on January 20, 1927 in Scotland, the principal activity of which is the production, marketing and distribution of distilled potable alcoholic drinks which include Scotch whisky, vodka, liqueurs and other alcoholic drinks. The other two active wholly-owned entities are **Whyte and Mackay Warehousing Ltd.** (“WMW”), incorporated in Scotland, and **Whyte and Mackay Americas Ltd, LLC** (“WMA”), incorporated in the United States of America. WMW’s principal activity is the warehousing and blending of bulk whisky for related and third party customers while WMA, a direct subsidiary of WML, was formed to handle Whyte and Mackay’s business portfolio in US market. There are forty-one dormant companies within WMG Group that have been retained for branding purposes.

On December 4, 2014, with the completion of the Whyte and Mackay acquisition as a condition precedent to its entry, Singapore sovereign wealth fund **GIC Private Ltd.** (“GIC”), through its private equity arm, **Arran Investment Pte. Ltd.** (“Arran”) initially invested P17.6 billion in the Company split into 70%-equity and 30%-equity-linked securities debt (“ELS”), which is convertible to equity between 2 to 7 years, plus an option to acquire more EMP shares. Through this initial investment, Arran acquired 7% ownership interest in EMP and AGI’s 88% was diluted to 81%. Whyte and Mackay is headquartered in Glasgow and has significant malt and grain production capability from its four malt distilleries and one large grain distillery. It also has a leased bottling facility.

### *Megaworld Corporation*

**MEGAWORLD CORPORATION** (“MEG” or “Megaworld”), a publicly-listed domestic company, is one of the leading property developers in the Philippines and it pioneered the “live-work-play-learn” lifestyle concept for large-scale, mixed-use planned communities or townships that integrate residential, commercial, leisure and entertainment, and educational/training components. Megaworld has three primary business segments: (1) real estate sales of residential and office developments, (2) leasing of office space, primarily to business process outsourcing (“BPO”) enterprises, and retail space, and (3) management of hotel operations.

It was incorporated on August 24, 1989. While initially MEG builds only high-end residential condominiums and commercial properties on a stand-alone basis, in 1996, it began to focus on the mixed-used communities in response to the demand for lifestyle convenience of having quality residences in close proximity to office and leisure facilities, primarily for the middle-income market. Its first venture under this set-up is Eastwood City in Quezon City, which is the country’s first cyberpark. It now has several community townships across Metro Manila, Cebu, Iloilo and Davao

plus residential condominium projects in Metro Manila. MEG also engages in other property related activities such as project design, construction oversight and property management. It owns and operates the Richmond Hotel Ortigas in Pasig City and Eastwood Richmond Hotel in Quezon City through a wholly-owned subsidiary, *Prestige Hotels & Resorts, Inc.* Megaworld has P40.2 billion authorized capital stock and P32.4 billion paid-up capital (both common and preferred stock) as at end-2015. Its consolidated total assets amounted to P251.68 billion as at December 31, 2015.

From 46% effective ownership interest in MEG in 2007, AGI increased its effective ownership interest in MEG thereafter through purchases in the market, exercise of stock rights and warrants, and subscription to new shares. By end-2015, AGI holds 67% effective interest in MEG.

In June 2014, in a move to consolidate all its real estate businesses under MEG, and to enable MEG to focus on the real estate business, AGI sold its stake in **Global-Estate Resorts, Inc.** ("GERI") to MEG and MEG, in turn, sold its shares in **Travellers International Hotel Group, Inc.** ("Travellers"), to AGI. Megaworld's acquisition of GERI also signaled its official entry to the country's tourism industry.

**GERI**, a publicly listed domestic company incorporated on May 18, 1994, is one of the leading property developers in the country and is engaged primarily in the development of horizontal residential subdivisions, residential and golf communities, integrated tourism and leisure estates and mixed-use townships. With its prime land bank located strategically in key tourist spots outside Metro Manila, with a large portion of which in Sta. Barbara in Iloilo; Tagaytay City, Laurel and Nasugbu in Batangas; Boracay; and Southwoods, Laguna, GERI is well-positioned to set new standards in the country's tourism industry. It has P20 billion authorized capital stock, P10.986 billion of which was subscribed and paid-up as at December 31, 2015. Total assets reported as at end-2015 amounted to P39.7billion.

AGI acquired 60% interest in GERI in January 2011. With the capital infusion, GERI was able to pay its interest-bearing loans and pursue its development plans. In 2013, GERI doubled its authorized capital stock, of which Megaworld subscribed to 25% of the said increase; this together with indirect holdings translates to Meg's 24.7% beneficial ownership in GERI at end-2013. As at end-2015, Megaworld holds 82.26% of GERI.

**Empire East Landholdings, Inc.** ("Empire East" or "ELI"), a publicly-listed domestic company under the Megaworld group, was incorporated on July 15, 1994. It specializes in multi-cluster condominium projects and multi-phase subdivision developments in key locations in Metro Manila and Laguna. Laguna Bel-Air is ELI's flagship township project while Pioneer Woodland's is its first transit-oriented development in Mandaluyong City. ELI is 81.73% owned by Megaworld.

**Suntrust Properties, Inc.** ("SPI"), incorporated on November 14, 1997, develops master-planned self-sustaining residential communities and condominiums in Cavite, Laguna, Batangas, Baguio, Davao and Metro Manila that provide affordable homes for the low- to moderate-income families. The developments focus on space-saving and functionality features. In March 2011, MEG acquired 50% majority interest in SPI. In 2013, MEG acquired 100% ownership by buying out the minority interests of Empire East and another related party.

#### ***Travellers International Hotel Group, Inc.***

**TRAVELLERS**, a publicly-listed company since November 5, 2013, is the developer and operator of **Resorts World Manila** ("RWM"), the first integrated tourism resort in the Philippines that combines privately-operated gaming facilities with hotel, retail, dining, entertainment and other leisure amenities. The Company was awarded one of the first licenses issued by the **Philippine Amusement and Gaming Corporation** ("PAGCOR") in June 2008 to construct and operate integrated leisure and gaming facilities to an international standard with the goal of enhancing

tourism in the Philippines. RWM, the first site to be completed, opened in August 2009. Construction works in the second site, **Westside City Resorts World (“WCRW”)** [formerly Bayshore City Resorts World (“BCRW”)], commenced in October 2014.

Travellers was incorporated on December 17, 2003. It is AGI’s first integrated tourism vehicle in Metro Manila in a partnership deal inked in August 2008 with Malaysia-based Genting Group through **Genting Hong Kong Limited (“GHK”)**. Genting Group is a recognized global leader with over 45 years to its credit in leisure and hospitality, gaming and entertainment, and integrated resort business, known for such premier leisure brands as ‘Resorts World’, ‘Maxims’, ‘Crockfords’ and ‘Awana’. GHK, on the other hand, has international experience as an owner and operator of casino and gaming businesses, operator of passenger cruise ships and provider of cruise-related leisure, entertainment and hospitality services. Its shares are listed on the The Stock Exchange of Hong Kong Limited and traded on the GlobalQuote of the Singapore Exchange Securities Trading Limited.

Travellers has P10 billion authorized capital stock (common and preferred shares), of which P1.68 billion is outstanding as at end-2015. AGI’s ownership interest is accounted through direct holding of 25.12% and indirect holdings through its subsidiaries Megaworld, **First Centro, Inc.** and **Adams Properties, Inc.** (“Adams”) which hold 1.84%, 4.49% and 22.47%, respectively, of Travellers’ outstanding common shares. Adams holds 83.3% of outstanding preferred shares. Travellers has consolidated total assets of P69.77 billion as at end-2015.

#### ***Golden Arches Development Corporation***

**GOLDEN ARCHES DEVELOPMENT CORPORATION (“GADC”)** is a domestic corporation engaged in the operations and franchising of quick service restaurant business under the McDonald’s brand in the Philippines and in accordance with the master franchise agreement with **McDonald’s Corporation (“MCD”)**, a company incorporated in Delaware and with principal offices in Illinois, USA. GADC was incorporated on July 16, 1980. It has P99.44 million authorized and paid up common capital stock, 49% of which is held by AGI and the rest by its founder, Mr. George Yang and his family. Its consolidated total assets amounted to P14.28 billion at end-2015.

AGI acquired its 49% interest in GADC on March 17, 2005 from **McDonald’s Restaurant Operations, Inc. (“MRO”)**, a subsidiary of MCD, both foreign corporations incorporated in the USA. MRO holds all of GADC’s preferred shares

**Golden Arches Realty Corporation (“GARC”)** leases solely to GADC parcels of land where McDonald’s restaurants and warehouses are situated. It was incorporated on June 25, 2001 and, at present, has P99.4 million authorized and issued common shares, 49% of which is held by AGI.

#### ***a.3. Bankruptcy or Similar Proceedings and Significant Assets not in Ordinary Course***

The Company and its subsidiaries have not been involved in any bankruptcy, receivership or similar proceedings. Likewise, there were no other material reclassifications, merger, consolidation, or purchase or sale of a significant amount of assets not in the ordinary course of business.

#### ***b. Business Description***

AGI is a holding company with interests in the food and beverage business (manufacturing and trading of consumer products), real estate (investment in and development of real estate, lease of properties, hotel operations and tourism resorts businesses), tourism-entertainment and gaming, and quick service restaurant (McDonald’s) business. Through its subsidiaries and associates, the Company focuses on providing and developing products and services that cater to the needs,

demands and aspirations of its target markets. The Company believes that it is well positioned to benefit from consumer demand driven by the expected growth of the middle-income sector.

*b.1. Principal Products Or Services And Their Markets*

**EMP**

'Emperor Brandy' is the first brandy label launched in 1990. Prior to its introduction, the Philippine spirits industry was dominated by longstanding and well-established gin and rum manufacturers. Through dynamic marketing and by establishing a reputation for product quality, EDI created demand for brandy in the Philippine spirits market following the launch of 'Emperor Brandy'. The Company believes that the 'Emperor' brand, which is marketed as a superior brand, has been the market leader among brandies in the Philippines in terms of sales volume since 1990. In 2010, EDI introduced the first light brandy, 'Emperor Light', to capture the taste preferences of Filipino consumers. In 2013, with the introduction of 'Emperor Deluxe', EDI becomes the first to bring an imported liquor brand produced entirely in Spain that focuses on the Philippine market. Emperor enjoys 47% share of national sales volume of total spirit products. EDI produces brandy products that had more than 92% share of the Philippine brandy market in terms of sales volume (source: AC Nielsen Retail Audit Report full year 2015).

'Emperor Brandy', at 72 proof, targets the relatively mature consumers 30 years old and above and is marketed in 1 liter, 1.5 liters, 750ml and 350ml bottles. 'Emperor Light', at 55 proof of extra smooth full body in 350ml, 500ml, 750ml and 1-liter bottles, currently comprises more than 90% of the Group's alcoholic beverage local sales. 'Emperor' Brandy has won recognition as a trusted brand and has been recognized as the number one selling brandy in the world in terms of volume sold.

'Emperor De luxe Spanish Edition' was introduced in the market in March 2013. This premium product is bottled in Spain and is created specifically to appeal to the Philippine palate.

'Andy Player Whisky', a popular drink in the '80s, is revived in October 2015. The new whisky blend has a unique character, rich aroma and complex taste which include orange marmalade and maple syrup.

'The BaR', the country's first flavored vodka, gin and tequila beverage brand, was soft launched in November 2008 (grand launch in April 2009). 'The BaR' is marketed as a ready-to-serve flavored alcoholic beverage with low alcohol content - light fruity and very easy to drink. In 2012, 'The BaR Cocktails Margarita' line was launched. 'The BaR' products target a younger demographic, specifically, the 18 to 35 year old age bracket.

'Smirnoff Mule', a ready-to-drink blend of Smirnoff Vodka, ginger beer, and lime, was launched on April 28, 2015. It is a classic iconic drink that delivers a smooth, full flavored refreshment with a unique ginger taste. It is known as 'Mule' because of its premium vodka, ginger beer and lime, creating a ginger kick effect. The "Stubbornly Refreshing" drink is being manufactured and distributed in the Philippines, under license from Diageo North America, Inc.

Flint glass containers in the form of bottles and jars are produced based on customers' specifications. Flints are plain transparent glass that could be processed into a variety of shapes and sizes for use in wines, liquors, juices, soft drinks, food preserves, sauces and flavorings. At present, glass containers are produced and supplied primarily to EDI.

Certain wines from the E.&J. Gallo Winery in California, USA are distributed in the Philippines. These include the following labels, among others: Carlo Rossi, Wild Vines, Gallo Family Vineyards, Red Rock, Turning Leaf, and Boone's Farm fruity-flavored beverages.

Emperor products are sold throughout the Philippines.

Scotch whisky is Scotland's leading indigenous product and is now established as the leading international spirit drink, making it one of Britain's most important exports. It is a distilled spirit made (distilled and matured) in Scotland *only*. Most whiskies mature far longer than the legal minimum of three years, and the maturation period varies for different whiskies. The age statement on a bottle reflects the amount of time the youngest whisky in that bottle has spent maturing in a cask. Whyte and Mackay offers Single Malt and Blended Scotch whiskies, liquers and vodkas, under the following key brands:

'The Dalmore Single Malt Scotch Whisky' sits at the apex of the category in which it competes. It is positioned as super premium and luxury brand. The Dalmore's 'To The Brave' proposition is built on a heritage that is rooted in the saving of King Alexander III of Scotland from being gored by a raging stag with a single arrow in 1263 by an ancestor of Mackenzie clan. The grateful king granted him the right to bear a stag's head in his coat of arms and so every bottle of The Dalmore is adorned with this noble emblem: a stag's head with twelve points to its antlers, signifying a 'royalty'. The Mackenzie family ran the Dalmore distillery from the mid 1800's until Whyte and Mackay took over. It is considered the most revered single malt whisky in the world and is renowned for rare editions that have sold for industry redefining prices, including the most expensive bottle ever sold in a retail store.

'Jura Single Malt Scotch Whisky' is a premium Scotch whisky that is considered an accessible single malt whisky. It is produced at the only distillery on the Isle of Jura, a very remote island off the west coast of Scotland. This brand is built upon a captivating island environment that has two distinct sides, the wild, rugged west and the temperate east. Jura's uncommon nature is reinforced by the split production of both peated and unpeated malt whiskies in the same distillery, reflecting the two sides of the island. The Jura Rare collection offers one or two vintages every year, supported by a story, while the super premium Milestones offers a new release every few years.

The Whyte & Mackay blended Scotch whisky brand was recently repackaged and the brand enjoys a new communication campaign reinforcing its unique Triple Maturation process that delivers a smoother, richer taste.

'Fettercairn' comes from Fettercairn distillery which was founded in 1824 and acquired by WMG in 1973. The arch and the unicorn are two symbols that are heavily associated with Fettercairn malts.

Liquers are alcoholic beverages made from a distilled spirit that has been flavored with fruit, cream, herbs, spices, flowers or nuts and bottled with added sugar or other sweetener. They are typically quite sweet, usually not aged for long but may have resting periods to allow flavors to marry. In this category belongs 'Glayva', a liqueur made from a blend of aged Scotch whiskies, a selected range of spices, Mediterranean tangerines, cinnamon, almonds and honey. It has a deep golden colour and a distinctive flavor.

'Vladivar Vodka' is a brand of vodka distilled in the UK. It is a Pure Grain, triple distilled, charcoal filtered vodka. Originally made in Warrington by the G & J Greenall distillery, the brand was sold in 1990 to Whyte and Mackay and is today bottled in Scotland.

'John Barr', 'Cluny' and 'Claymore' are positioned for mass market.

EDI continues premiumization of its product portfolio with the introduction of the pricey Whyte and Mackay Scotch whisky products in the local market, particularly 'The Dalmore' line. In October 2015, 'Andy Player Black Blended Whisky' was launched, with the aim of cultivating a whisky-



drinking culture in the local market. Currently, the Philippine whisky sector is so small and Emperador believes, whisky can bring new business and lead a new category.

Here is the broad range of products under local portfolio:



**MEG**

The Group’s pioneering “live-work-play-learn” concept for integrated mixed-use communities, or commonly known as townships in the Philippines, has enabled it to launch 371 buildings with a total area of close to 6.8 million sqm over the past 26 years. “Townships” integrate lifestyle convenience of having high quality residences in close proximity to office, commercial, educational, and leisure and entertainment facilities. The strategy is to lease all commercial and retail properties and sell all residential units. The Group launched five townships covering almost 1,000 ha of land in 2014 and another five covering almost 325 ha of land in 2015, bringing the total number of townships by end-2015 to twenty (20). These 20 townships are as follows:

1. Eastwood City is Megaworld’s first community township development on approximately 18.5 hectares of land in Quezon City, Metro Manila. It holds the distinction of being the Philippines’ first cyberpark, which provides offices with the infrastructure to support BPO and other technology-driven businesses on a 24-hour basis. The residential towers are designed according to a specific theme and style. The leisure and entertainment zone consists of Eastwood Mall, Eastwood Richmond Hotel and Eastwood Citywalk, a dining and entertainment hub, Eastwood Citywalk 2, an amusement center with a cinema complex, a billiard and bowling center, and restaurants and specialty shops. The Eastwood Richmond Hotel is adjacent to the Eastwood Mall.
2. Forbes Town Center is located on 5 hectares of land in Bonifacio Global City, Taguig, Metro Manila adjacent to the Manila Golf Club, the Manila Polo Club and the prestigious Forbes Park residential subdivision. Forbes Town Center has 12 residential towers which house more than 3,500 residential units. Upon completion, Forbes Town Center is expected to consist of residential, retail and entertainment properties. The focal point of activity in Forbes Town Center is the aptly named Forbes Town Road, a retail strip with 37 restaurants and shops that

cater to the diverse needs of the residents of the community's three Bellagio towers, six towers of Forbeswood Heights, two towers of Forbeswood Parklane, and the 53-storey Eight Forbes Town Road. This is connected to another Fort Bonifacio landmark, Burgos Circle, a leisure spot with residential condominiums and a small park. These commercial centers along with each of the condominiums' convenient location and top-notch resort-style amenities form a lifestyle of absolute leisure.

3. The McKinley Hill is located on approximately 50 hectares of land in Fort Bonifacio, Taguig, Metro Manila. McKinley Hill consists of office, residential, retail, educational, entertainment and recreational centers. The residential zone consists of subdivision lots for low-density single-detached homes and low-rise (5 or 6-storey) garden villa clusters. The office properties will include the McKinley Hill Cyberpark which is a PEZA-designated IT special economic zone. The leisure and entertainment zone is expected to have a Venetian theme and to consist of bars, restaurants, specialty shops, cinemas and sports complex. Three international schools, the Chinese International School, the Korean International School and Enderun College, a hotel management institution affiliated with *Les Roches* of Switzerland, will initially comprise the "learn" component of the township. McKinley Hill is likewise home to the British Embassy which relocated on a 1.2 hectare property and Korean Embassy which is located on a 5,822 square meter site within the development.
4. Newport City is a community township located on 25 hectares of land at the Villamor Air Base, Pasay City, Metro Manila, across from the NAIA Terminal 3 and adjacent to the Villamor golf course. Newport City similarly integrates the live-work-play concept of Eastwood City, with the exception that it will be targeted towards tenants and buyers who consider proximity to the NAIA Terminal 3 an advantage. The residential zone will consist of eight to nine-storey medium-rise buildings. The corporate zone is expected to be comprised of office buildings. The Company expects to establish a PEZA special economic zone cyberpark at Newport City. The leisure and entertainment zone is expected to consist of bars, restaurants, retail and tourist oriented shops, which are designed to complement the office and residential buildings in the community township.

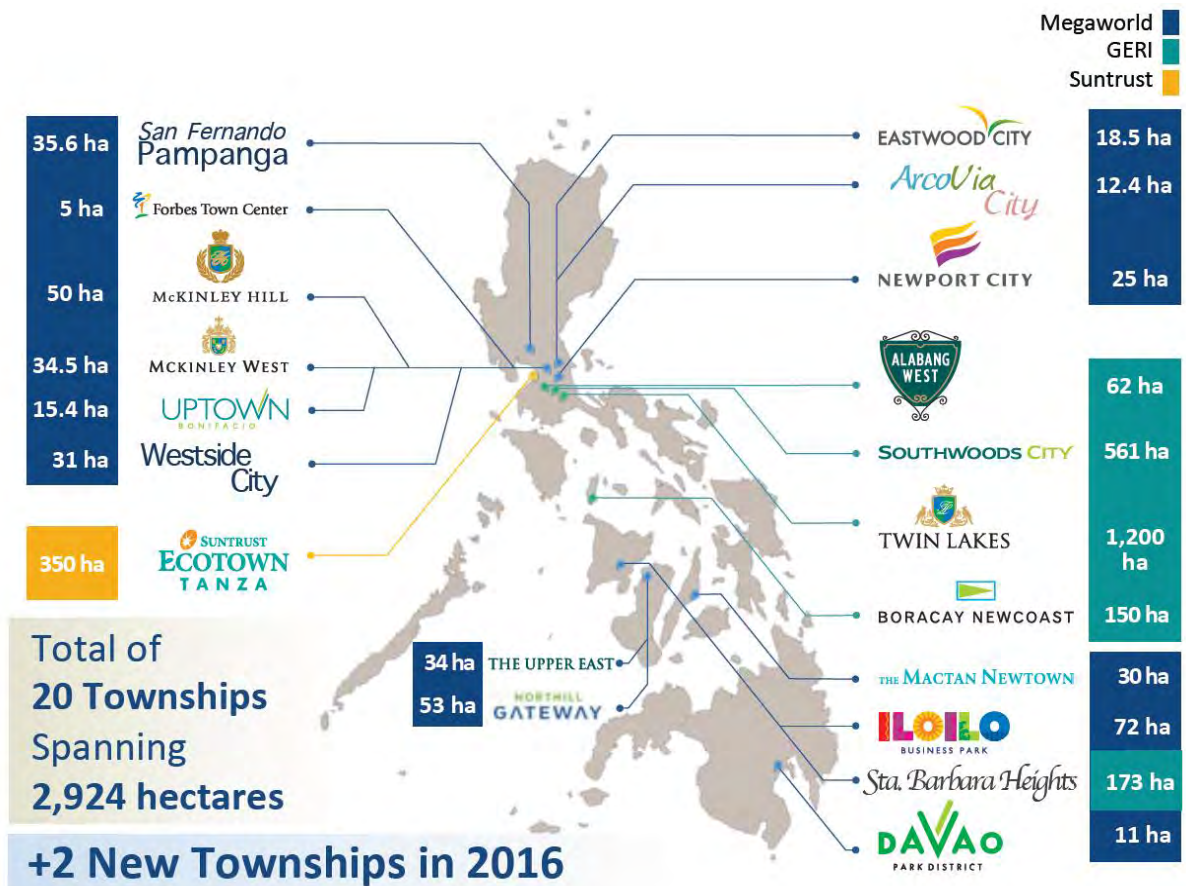
Newport City is home to Resorts World Manila, which is a leisure and entertainment complex comprising gaming facilities, restaurants, hotels and shopping outlets, which opened in August 2009. The hotel zone includes Marriott Hotel, Maxims Hotel and Remington Hotel which are under Travellers; and Belmont Luxury Hotel and Savoy Hotel which are condotel projects of Megaworld. Travellers is also set to add two global hotel brands, the Hilton Manila and the Sheraton Hotel Manila, which are now under construction.

5. Uptown Bonifacio is an approximately 15.4-hectare property in Fort Bonifacio in Taguig, Metro Manila. Uptown Bonifacio comprised a residential portion in the northern part of Fort Bonifacio, and a portion for mixed-use, comprising office and retail space, on a parcel of land owned by NAPOLCOM. The Company will develop Uptown Bonifacio under joint venture arrangements with BCDA and NAPOLCOM. Condominium developments within Uptown Bonifacio include One Uptown Residence and Uptown Ritz Residences. The Company expects to invest approximately P65billion in Uptown Bonifacio.
6. McKinley West is a development on a 34.5 hectare portion of the Joint United States Military Authority Group (JUSMAG) property owned by BCDA and located across from McKinley Hill in Taguig, Metro Manila. The development of McKinley West into a mixed-use project is another joint venture undertaking with the BCDA. McKinley West's masterplan highlights a luxurious blend of a modern business district and posh residential enclaves. The township will also have direct access to McKinley Hill. Six campus-type office towers will rise in this township. It has recently been declared by President Aquino as a "special economic zone" for IT under PEZA.

7. The Mactan Newtown is located on a 28.8 hectare property near Shangri-La Mactan Resort and Spa in Mactan, Cebu. It is expected on completion to have high-tech offices, a retail center, residential villages, leisure facilities and beach front resort. The Mactan Newtown is conferred with PEZA special economic zone status. It is approximately 10 minutes away from the Mactan, Cebu International Airport, the Philippines' second largest airport. The township will soon have five hotels that include two beachfront hotels. It will also have its own exclusive, world-class beach club at the township's beachfront, and sports facilities at the 11-hectare beachfront property formerly known as Portofino Beach.
8. Iloilo Business Park is on a 72 hectare property in Mandurriao, Iloilo, site of the old Iloilo airport. It is expected to bring Megaworld's pioneering township concept to Western Visayas. The entire project was registered as a special economic zone with the government, which allows it to benefit from a tax holiday period as well as other incentives for investors.
9. ArcoVia City (formerly Woodside City) will rise on a 12.4 hectare property along C-5 in Pasig City. Megaworld is allocating P35 billion in the next 10 years to develop the township. ArcoVia City is envisioned as an "environment-friendly" mixed-use development. A main "green" feature of the township is the approximately 1,000 trees that will be planted around the development. This greening feature will help provide an outdoor thermal comfort for the future residents, workers, tenants and visitors of the township. The company is also constructing Leadership in Energy and Environmental Design (LEED)-registered office buildings in the township. Among the first to rise are three sustainable office towers. The first two towers, which will be located along the C-5 entrance of the township, will be designed by world-renowned architectural firm Skidmore, Owings, and Merrill. Among the other 'green' features of Arcovia City include rainwater catchment facility that will utilize rainwater and grey water for flushing and landscape irrigation; a network of bicycle lanes inside the township; and wide tree-lined sidewalks. Aside from office towers, the township will also feature residential condominiums, a lifestyle mall, retail and commercial strips, open parks and a transport hub.
10. Davao Park District is the Group's first township development in Mindanao, specifically on an 11-hectare property along S.P. Dakudao Loop in Lanang, Davao City which used to be the Lanang Golf and Country Club. The township is envisioned to be the Mindanao's new central business district. Aside from office towers, it will also feature themed residential condominiums that will be built by Suntrust. It will also have a lifestyle mall, commercial and retail strips, and a school. The first office tower to rise is the iconic 15-storey Davao Finance Center, which is due for completion by 2016. The first tower in One Lakeshore Drive, a 4-tower condominium cluster, started selling in 2014.
11. Suntrust Ecotown, an ongoing project under Suntrust, will sit on a 350-ha land in Tanza, Cavite and will be the first mixed-use development with an industrial park in the country. It is positioned to be the major hub for world-class light to medium export-oriented industries, residential, commercial and institutional establishments in the south. The industrial park is the country's first to be accredited by PEZA with lifestyle amenities.
12. Boracay Newcoast, an ongoing project under GERI, sits on a 150-ha of land in the northeast side of Boracay Island. It occupies 14% of the island and is surrounded by Fairways and Bluewater, the first and only golf course in the island. Positioned to be the next hip, world-class side of Boracay, it will be home to four international hotels, a Santorini-inspired boutique hotel district, an Ibiza-inspired commercial district, a residential village, luxury condominiums and upscale villas,
13. Twin Lakes, an ongoing project under GERI, is a European-inspired integrated tourism estate on a 1,300 ha of land with its own vineyard on the rolling terrains of Tagaytay, overlooking the famous Taal Lake. The estate will be home to themed residential villages, luxury

condominiums, hotels and spa, a retirement community, schools, commercial and retail hubs as well as sports and leisure facilities. A commercial building called Twin Lakes Shopping Village was completed in 2015.

14. Southwoods City is located on 561- ha property on the boundaries of Carmona, Cavite and Binan, Laguna. It is envisioned to be a central business district south of Manila that is surrounded by a golf course. It will be home to residential villages, residential condominiums, office towers, a mall, and commercial and retail centers. Holland Park which consists of four residential towers was launched in 2015.
15. Alabang West will rise on a 62-ha prime property in Alabang and will integrate a Beverly Hills-themed lifestyle concept into its commercial and residential developments. It is conveniently accessible through the major access points of the South Luzon Expressway-Alabang Exit and the upcoming Daang Hari Exit.



Locational map of Townships in the Philippines.

16. The Upper East, the first township in Bacolod, is located on a 34-ha property that used to be the Bacolod-Murcia Milling Company on the eastern side of Bacolod City. It will be Bacolod's own version of an upscale lifestyle district.
17. Northhill is located on a 53-ha property on the norther part of Bacolod. It is a joint development project of Megaworld and SPI in partnership with the Lacson family. It has a direct link to The Upper East and envisioned to be a refreshing lifestyle district

18. Sta. Barbara Heights, one of the five masterplanned communities of GERI, is located on a 173-ha property in Iloilo. About P10 billion is being allocated for 10 years. Land development and construction was started four years ago. It is being developed now as a full-blown township because of its proximity to the Iloilo International Airport. Half of entire development is allocated for the Sta. Barbara Heights Residential Estates, a residential village with three phases. Phase 2 was completed in 2015 while Phase 3 will be launched in 2016. Sta. Barbara Shophouse District which consists of commercial lots started selling in 2015.
19. A 35.6 ha prime property beside the provincial capitol of City of San Fernando, Pampanga is Megaworld's 19<sup>th</sup> township development. Megaworld is allocating P30 billion to develop this property in the next 10 years.
20. Westside City is a 31-ha leisure and entertainment township at the booming Entertainment City in Parañaque City. It will house the second Resorts World property in the country. It will be home also to upscale residential condominiums, a luxury mall as well as international hotel brands. It is envisioned to become the "Broadway of Asia" as the township highlights the Philippines' first Grand Opera House with a total capacity of 3,000.

ELI 's real estate portfolio is composed of multi-cluster mid- to high-rise condominium projects and multi-phase subdivision developments in key locations in Metro Manila and the South. ELI set the trend for transit-oriented developments ("TOD") where condominium communities are directly linked to mass-transit systems for faster and more efficient mobility in the metro.

1. Laguna BelAir is ELI's flagship township project located outside of Metro Manila. The 156-hectare horizontal development in Sta. Rosa, Laguna is a complete community setting featuring several residential phases with American-inspired homes, commercial blocks, recreational amenity zones, a science-oriented school and a parish church. The project has spearheaded various residential and commercial developments in Santa Rosa City which is now dubbed as the "New Makati City of the South."
2. The Sonoma is the second township project outside Metro Manila. It is a 50-hectare horizontal development in Sta. Rosa City, Laguna that features Asian Modern-inspired homes. The community is clustered around a five-star clubhouse complete with luxurious swimming pools, open courts, function rooms and other facilities, all of which are now operational and functional. Turnover is on-going for its 4 phases-- Enclave, Country Club, Pavilion and Esplanade—and a number of buyers have already built and started constructing their houses. Eventually, the community will have a commercial strip called 1433 West Row that will feature high-end shops, restaurants and other establishments.
3. The Cambridge Village is a 37-tower large-scale mid-rise community on an 8-hectare property along East Bank Road in Pasig-Cainta area. Most of the towers are ready for occupancy and sold out, while the final towers of the Central Park phase are in full-swing construction.
4. The Rochester is a tropical-inspired urban resort community at Elisco Road, San Joaquin, Pasig City. Its 10 mid-to-high-rise towers set on a 3-hectare enclave will have Asian Modern architectural design and wide open spaces, providing a complete urban escape close to nature. Garden Villas 1 and 2 have been turned over and its residents currently enjoy the fully functional clubhouse, swimming pools and open court while Breeze Tower is set for turnover soon. Parklane, Palmridge, Hillcrest and towers are all in full-swing construction.
5. San Lorenzo Place is a luxurious 4-tower high-rise development along EDSA corner Chino Roces Avenue, Makati City with direct connection to MRT-3 Magallanes station. . It will have a

two-level retail mall and recreational amenities. Towers 4 and 1 have been turned over while Towers 2 and 3 are nearing completion.

6. Pioneer Woodlands is a TOD with 6 high-rise towers set along EDSA and Pioneer Street in Mandaluyong City. Residents of Towers 1, 2 and 3 enjoy quick access to MRT-3 via a direct platform link to Boni station which will eventually house a two-level retail arcade. Recreational amenities will be located at the 5th level of the podium where Towers 4 and 5 are.
7. Little Baguio Terraces is a 4-tower TOD mid-rise condominium community along Aurora Boulevard and N. Domingo Street, San Juan City. The community is walking distance to LRT-2 J. Ruiz and Gilmore stations, providing unbeatable access to the University Belt in Manila and the Katipunan area. Towers 1 and 4 have been turned over while Tower 3 is nearing completion and Tower 2 is ongoing. Residents can enjoy recreational amenities and facilities at the 3rd level of the podium.
8. Kasara Urban Resort Residences is a 6-tower high-rise community on a 1.8ha property in Ugong, Pasig City, with close proximity to C5 Road, Tiendesitas, Valle Verde subdivisions, Ortigas Center and Eastwood City. Kasara, which is a Sanskrit word for "lake", boasts of its lake-inspired swimming pool, resort-type clubhouse, turtle and koi ponds, pool deck and bubblers. Eventually, there will be more water features including infinity pools, waterfalls from the 4th level, and other resort-style amenities such as open courts, playground, fitness gym, jogging paths, and vast greenery. Towers 1 and 2 are in full-swing construction and are almost sold out while Towers 3 and 5 are under preselling and in initial stages of construction. Towers 4 and 6 are set to be launched for preselling soon.
9. South Science Park is a 51-hectare property in Gimalas, Balayan, Batangas that is intended for mixed-use development.
10. Mango Tree Residences is an exclusive two-tower high-rise community situated along M. Paterno and J. Ledesma Streets in San Juan City. It will have an on-stilts concept where the ground level will have vast landscaped gardens, grand drop-off area, hotel-type amenities, and glass-walled lobbies. Natural mango trees will be preserved at the perimeter of the 3,000-square meter property to give an authentic feel of nature. Currently, the property has been converted to a luxurious European-inspired garden and events venue to draw prospective buyers. West Residence tower is now under preselling.
11. Covent Garden is two-tower development located along Santol Street Extension in Santa Mesa, Manila. It will provide its future residents an urban sanctuary, complete with refreshing amenities. Its proximity to LRT-2 V. Mapa station and other transportation hubs make it an excellent choice for investors who prefer to lease out condominium units to University Belt students and professors. Both towers, the South Residences and North Residences, are now in preselling stage.

Aside from these projects, ELI's portfolio includes ready-for-occupancy ("RFO") units available in its various high-rise development projects in Metro Manila.

SPI's projects provide affordable homes in well-planned and secured community developments. Its communities feature commercial centers, clubhouses and other amenities, schools and 24-hour security. These include the following:

1. Sta. Rosa Heights, Sta. Rosa Hills, Suntrust Sentosa, The Mandara, and Suntrust Verona are horizontal residential developments in Eastern Cavite and Laguna.
2. Governor Hills, Gentry Heights, Suntrust Rivabella, Cybergreens, Sunrise Hills, and Cyberville are horizontal community developments in Western Cavite.

3. Adriatico Gardens, Suntrust Parkview, UN Gardens, Suntrust Solana, Suntrust Treetop Villas are condominium projects in Manila and Mandaluyong areas.
4. Suntrust Shanata, Suntrust Asmara, Suntrust Amadea, and Capitol Plaza are condominium projects in Quezon City.
5. Suntrust Kirana is a condominium project in Pasig City.
6. Sienna Hills is a Mediterranean-inspired subdivision in Lipa City, Batangas.
7. Suntrust 88 Gibraltar is a condominium project in Baguio City. This Mediterranean-inspired development is strategically located in front of Mines View Park.
8. Davao Park District is a township development in Davao City. (See under townships)
9. Suntrust Ecotown is a township development in Tanza, Cavite. (See under townships)
10. Northhill is a township development in northern part of Bacolod. Suntrust will develop 24.52 ha into house-and-lot residential project with modern theme called The Fountain Grove. (See under townships)

GERI has a diversified portfolio of integrated tourism estates development; horizontal residential subdivision lots and residential/commercial complexes; residential communities integrated with golf, resort and other leisure related and commercial complexes; residential; and business parks.

1. Boracay Newcoast is the first and only tourism estate development with world-class resort offerings in the northeast side of Boracay. It sits on 150-hectare of land and will house a private residential village, specialty boutique hotels, shop houses and a massive commercial center called Newcoast Station and international hotel brands. Its Fairways & Bluewater Newcoast, a premier luxury eco-friendly vacation hotel, has over 250 well-appointed guestrooms, each with a spectacular view of an 18-hole par-72 golfcourse, the only one in the island. Fairways & Bluewater features three private white sand beach coves.
2. Twin Lakes is the first and only vineyard resort community in the Philippines, located in the rolling terrains of Tagaytay overlooking the world-famous Taal Lake. The master-planned integrated tourism estate that sits on a 1,182-hectare property will feature real vineyard and chateaus, residential condominiums and villages, hotels, nature park as well as commercial and retail hubs. The Vineyard, a 69-hectare mixed-used phase will host a hotel and resort, sports club and spa, culinary school, residential condominiums and a traditional wine chateau for aging the vintage produce – all with the views of the vineyard and man-made twin lakes.
3. Forest Hills is a 500-hectare integrated development in Antipolo, Rizal which includes residential and commercial lots, an aqua park, two 18-hole golf courses and a community clubhouse.
4. Mountain Meadows is 260-hectare residential subdivision in Cagayan de Oro with a 4-hectare commercial area at the entrance of the project.
5. Sherwood Hills is a 350-hectare integrated development in Trece Martires, Cavite that will include residential lots, a 27-hole golf course and other facilities.
6. Newport Hills is a 127-hectare integrated residential and golf development in Lian, Batangas.
7. Sta. Barbara Heights is a vast township rising on a 170-hectare property beside the Sta. Barbara Golf Course, known as Asia's oldest golf course, located in Sta. Barbara, Iloilo. It will be home to residential villages, condominiums, office towers, a mall, and commercial and retail centers. (See under townships)
8. Southwoods City is a 561-hectare mixed-use development with golf course situated on the boundaries of Biñan, Laguna and Carmona, Cavite. (See under townships)
9. Alabang West is a 62-hectare residential and commercial development in Las Piñas City. (See under townships)

### **Travellers**

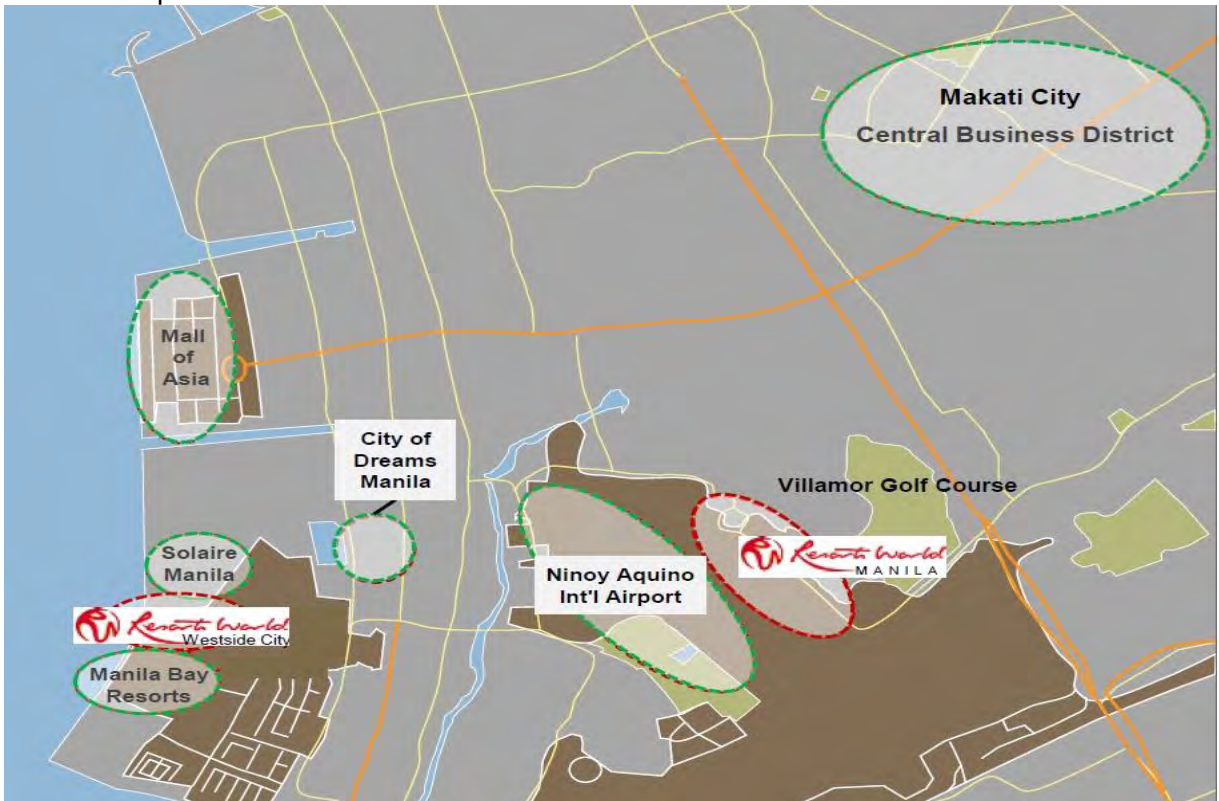
Resorts World Manila ("RWM"), Travellers' first integrated leisure and lifestyle complex, combines hospitality, entertainment, leisure, shopping and gaming in one grand arena, a one-stop non-stop destination. It is strategically located within Newport City, adjacent to the Villamor golf course, and is across the **Ninoy Aquino International Airport** ("NAIA") Terminal 3 ("NAIA-3") in Pasay City, Metro Manila and approximately five kilometers away from each of NAIA Terminal 1 ("NAIA-1")

and NAIA Terminal 2 (“NAIA-2”) and directly linked to highways leading to Makati City. RWM is a 24-hour, one-stop, world-class leisure and entertainment facility within Newport City. It features a themed shopping and entertainment center and hotels.

RWM features the upscale Newport Mall (90 retail stores and food-and-beverage outlets with a mix of high-end boutiques and mass market option), the four-screen Newport Cinemas (24 hours on weekends), three-storey gaming facilities, the 1,500-seat Newport Performing Arts Theater (a majestic venue for concerts, plays, musicals and exclusive productions), the Genting Club (a members-only lifestyle club, with a private gaming area, dining options and other fabulous lifestyle features), an office space (which features a training academy and a 400-seat capacity call center) and hotels. The gaming facilities and casino opened in August 2009, with an aggregate area of 13,167 square meters. As at the end of 2015, RWM has 311 casino tables, 1,882 slot machines/electronic gaming machines (EGMs), and 220 electronic table games (ETG).

The three hotels currently in operation at RWM are the five-star 342-room Marriott Hotel Manila, the seven-star 172-all-suites luxury Maxims Hotel, and the mid-range 712-room Remington Hotel which opened in October 2009, November 2010 and November 2011, respectively. RWM also boasts of the Marriott Grand Ballroom, a MICE (meetings, incentives, conventions and exhibitions) venue with a 3,000-square meter pillar-less ballroom, three restaurants and 28 function rooms, which formally opened to the public in March 2015. Construction works are now ongoing for expansion of existing hotels and facilities and of three new hotels, namely, the Hilton Manila, Sheraton Manila Hotel and Maxims II.

Location map of the two RW sites:





### **GADC**

McDonald's is one of the best-known global brands. All McDonald's restaurants in the Philippines are operated either by GADC or by independent entrepreneurs under a sub-franchise agreement or by affiliates under joint venture agreements with GADC. The McDonald's System in the USA is adopted and used in the domestic restaurant operations, with prescribed standards of quality, service and cleanliness. Compliance with these standards is intended to maintain the value and goodwill of the McDonald's brand worldwide.

McDonald's restaurants offer varied menu of uniform and quality products, emphasizing value, prompt and courteous service and convenience. The menu includes the McDonald's beef burgers variants (Burger McDo, Big Mac, Quarter Pounder, Cheese and Double cheese), chicken (Crispy Chicken Fillet sandwiches, McChicken, McNuggets), fish, (Filet-O-Fish), French fries, milk shakes, sundaes, beverages, and breakfast offerings. Products that cater to Philippine consumer preferences are also served, such as chicken with rice (Chicken McDo), spaghetti (McSpaghetti), and a Philippine breakfast menu. McCafe beverage, from specialty coffee to fruit smoothies, is another line that is expanding. The Philippine menu is designed to appeal to a diverse target market across all ages. Demographically, the target markets are A, B, and broad C.

In 2015, GADC introduced two products, the Cheesy Eggdesal in July and the Chicken Fillet Ala King in September and launched Limited Time Offer products such as McGriddles, Bacon Burgers, McRib, Chicken Muffin, Sweet Ham Special, Twister Fries and Shake Shake Fries, and Dessert Campaigns.

### **Pik-Nik**

Pik-Nik is an all-American fresh-fried potato snack line that includes Shoestring Potatoes, Fabulous Fries, Ketchup Fries, Less Salt, Sea Salt and Vinegar, and other delicious potato snacks manufactured and distributed internationally from USA by a wholly-owned subsidiary of AGI. Pik-Nik is the market leader in shoestring potato snack in the USA and is made with no preservatives or artificial ingredients. The products are packed in resealable, foil-lined canisters so they stay fresh and crunchy right to the bottom of the can. These canisters, along with the specialized ingredients and production process, give the products excellent shelf life. Pik-Nik also has Cheese Curls, Cheese Balls, and French Fried Onions. Pik-Nik has been in the market for 75 years since it was first introduced in the USA in the 1930s in San Jose, California. Pik-Nik is being manufactured in the USA and sold both in the USA and abroad, with Philippine distribution under EDI.

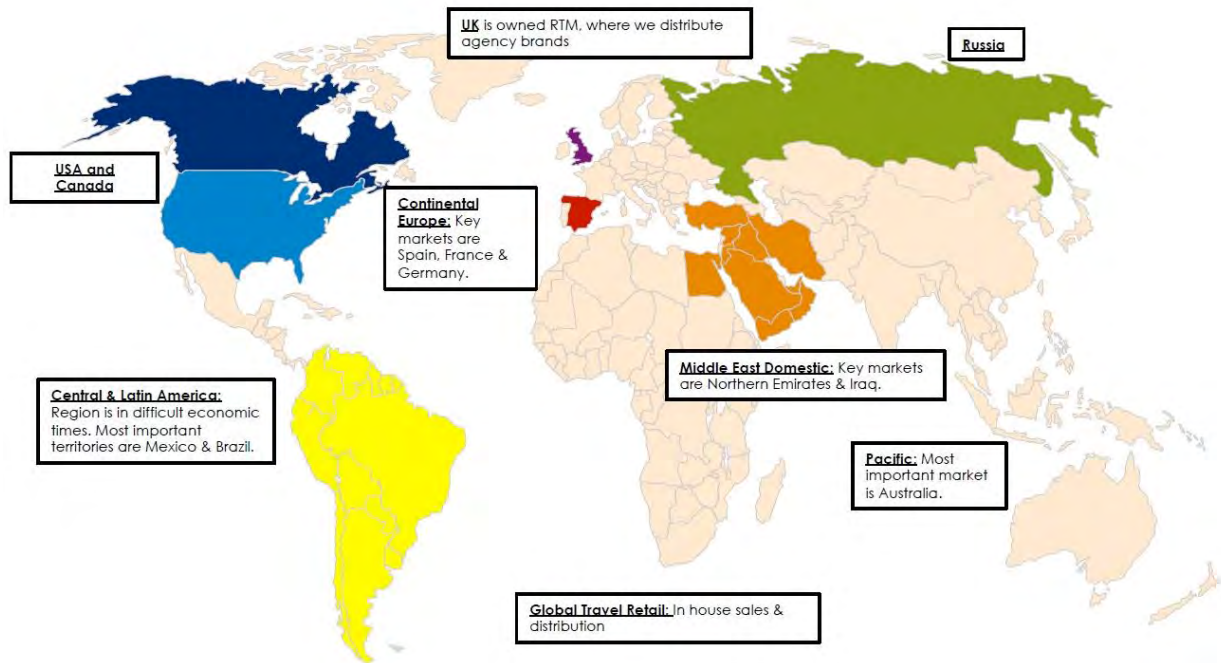
### *b.2. Foreign Sales*

#### **EMP**

A small volume of Emperor products is exported to the United Arab Emirates, South Africa, Qatar, and Macau in response to the demand of the Filipino community living and working in the region.

Whyte and Mackay's overriding objective is to operate as a global branded drinks company which delivers sustainable rates of growth and returns that increase overall shareholder value. The Group operates in the UK and increasingly in international markets, including the Travel Retail sector. More than 80% of WMG sales come from UK and other European countries and more than 10% from India and Asia. The balance represents export sales to Africa, USA and other countries. Total revenues and net profit of Whyte and Mackay account for 38% and 16% of EMP consolidated results in 2015, respectively.

Map showing WMG global reach.



## MEG

Real estate products are also being marketed internationally (see b.3. below) in Europe, North America, Asia and the Middle East through various brokers. Foreign sales contributed approximately 18% to Megaworld's consolidated sales and revenues in the past three years.

## Travellers

Based on RWM rated members (those members with card swipe), the principal foreign market consistently contributing for 2015 are from United States, Korea, Malaysia and China. Foreign guests in Maxims Hotel come from Korea, China, Malaysia, and Singapore; for Remington, United States, Korea, Japan and Malaysia; while for Marriott, majority are from the United States followed by Singapore, Australia and Japan.

## Pik-Nik

Pik-Nik products are being sold locally in USA and exported to other countries at a ratio of approximately 56%-44%. The domestic volume in the USA remained flat in 2015 With Midwest as still the strongest market in the US, followed closely by Southeast and Texas. International sales increased by 16% despite the port congestion in Oakland, California in the first quarter. Exports were made to Asia, Middle East and Latin America.

### *b.3. Distribution Methods*

## EMP

The alcoholic beverage products are being marketed and distributed locally through 21 sales offices nationwide that supply to hypermarkets, supermarkets, wholesalers, traders, grocery outlets, convenient stores, and local neighborhood small sari-sari, stores. It employs a sales force of approximately 1,000 sales personnel and has a direct delivery service for over 112,500 accounts (more than 100,000 of which consist of sari-sari stores) with a fleet of more than 270 direct sales vehicles. Direct sales units comprising cash vans and saturation units are being used to cover sari-sari stores across the country. Cash vans sell directly to these small retailers on a cash-only basis.

The Company has a standard volume based pricing model that is applied evenly across all customer segments and discounts are offered on large volume transactions.

The glass containers are delivered to the customers through the services of regular freight handlers who supply trucks for the exclusive use of AWG.

The WMG business has a strong, international Route to Market. In UK, a dedicated sales team covers all trade channels and customers. It also has a dedicated Global Travel Retail team which manages its brands in a channel that is critical for single malt whisky equity building and sales. In other markets Whyte and Mackay has established a network of distribution partners that represent the brands in each territory. The goal is to develop long term partnerships with the strongest local distributor in each market, with selection driven by the strength and commitment to the channels representing the biggest opportunities in each case. Recently, it appointed E&J Gallo Winery as the exclusive distributor in the USA beginning 2016.

### **MEG**

Property units are pre-sold prior to project completion, and often prior to start of construction, at various payment schemes, with down payment plans ranging from 50% to zero down payment. A typical payment scheme includes progressive payments over the period in advance of property construction, including a balloon payment to coincide with buyers' expected cash flows. ELI offers interest-free schemes. Postdated checks are collected to cover the entire purchase price based on an amortization schedule. Transfer of title to the property occurs only once all payments have been received. Typically, construction of a residential will not begin until at least 70% of the units have been pre-sold.

Each project has an in-house marketing and sales division which is staffed by a trained group of property consultants who exclusively market the projects. All property consultants are trained prior to selling and provided with skills enhancement programs intended to further develop them into high-caliber marketing professionals. Property consultants are required to meet the set criteria. There are also outside agents who compete directly with the in-house personnel. Marketing services staff are also employed to provide auxiliary services for sales and promotional activities; they are also responsible for monitoring the latest developments in the economy and the real estate property markets as well as conducting market research studies for the marketing division. An international marketing division based in Manila oversees a global network of sales offices worldwide which market the projects to overseas Filipino professionals and retirees throughout Asia, Europe, North America, the Middle East and Australia. Brokers in the different overseas markets sell the projects overseas through their respective marketing networks.

Commercial leases are generally for terms of three to five years, with annual rental escalation of 5%-10% and review provisions, and typically require three months of security deposits and three months of advance rental. Land and office leases, which require development of a specific building structure, are generally for 10 to 15 years. Retail rentals are typically based on a turnover component of 3% to 5% of the tenants' revenues, net of taxes and service charges, in addition to a minimum rent charge. Kiosk retailers are charged a flat rent fee.

ELI has satellite sales offices in key cities outside Metro Manila. It also has showrooms in project sites and major malls.

### **Travellers**

RWM engages in direct relationship-based marketing, which is targeted at specific market segments. The marketing team focuses on market research, surveys, promotions and events that can drive visitations and convert them to returning guests. The sales team is responsible for sales revenues and channel performance. In addition, RWM advertises in many types of media both domestically and overseas, including television, radio, newspapers, magazines and billboards to promote general market awareness.

RWM uses a mix of different channels to reach the specific targets on gaming, lifestyle, and entertainment, such as:

- Direct sales - that comprises of three levels to provide clients with full service: (i) traditional sales, (ii) a business development team and (iii) in-house VIP host services.
- Indirect sales through junkets – from the well-established relationships of Genting Group, to source high-end players in different regions.
- Indirect sales through travel and tour operators – these accredited operators create group travel packages with discounts, to bring in guests in RWM as part of their itineraries, and in return, receive commissions.
- City shuttles - free, convenient, hassle-free shuttle transport for member-players and member-consumers to RWM. The key locations within Metro Manila are Eastwood, Makati, Quezon Avenue, Taguig, Parañaque, Binondo, Malate, Muntinlupa and others.

RWM uses a comprehensive membership management and customer database system. RWM uses Genting's Dynamic Reporting System (DSR), a fully integrated real-time table games and slots monitoring system.

#### **GERI**

Products are distributed to a wide range of clients through its in-house marketing company which acts as the marketing arm of the group.

#### **GADC**

McDonald's products are sold through McDonald's restaurants nationwide. There are 481 restaurants nationwide as of end-2015, 53% of which are owned by GADC while 47% are franchised. Twenty-four new restaurants opened in 2015. The highest concentration is in NCR, followed by Southern Tagalog region. In selected areas, McDonald's products could be ordered and delivered round the clock through its "Dial8 McDo" telephone service. There are 319 restaurants that are open 24/7 (24 hours every day).

#### *b.4. New Product Or Service*

#### **EMP**

From Bodegas Fundador S.L.U, the following iconic brands manufactured and distributed from Spain will be under EMP Group beginning March 1, 2016:

'Fundador' is a Brandy de Jerez, the brandy capital of Spain. 'Fundador' means the founder, as it was the first Spanish brandy to be marketed, this happened in 1874 by Pedro Domecq Loustau. It is sold in over 30 countries worldwide, and exported largely in the Philippines. The brand has an excellent range ending with the high premium brand Fundador Exclusivo.

'Terry Centenario' is the largest brandy in Spain. Centenario means centenary, and it evokes the change to the twentieth century when the Terry family started producing brandies in its bodegas in Puerto de Santa María. It is a premium and distinguished brand with the iconic net and the unique logo of the Terry Horse

'Tres Cepas' is a market leader in Equatorial Guinea. In the beginning Domecq had three brands, Una Cepa (One vine), Dos Cepas (Two vines) and Tres Cepas (Three vines), that were in increasing order of quality and age. It is a premium brand result of a special selection of wines distilled aged in sherry oak casks by the traditional Criadera and Solera system.

'Harveys' is the number one selling Sherry Wine in the world and the leader in the UK. It is a recipient of twenty-four quality awards in 2015. It holds Royal warrant in UK which distinguishes it as the only sherry wine that can be served to the Queen in Buckingham Palace. It is also the unique Spanish Company that supplies to the Royal Household. This brand was registered in Bristol by the Harvey family in 1886 and was the first cream Sherry to be marketed. Cream derives from another of their sherries that was called Bristol Milk. It is a unique blend of sherries combining the character and body of aged olorosos with the aroma and finesse of finos and amontillados.

### **MEG**

Megaworld is set to launch 14 office towers, malls and commercial centers in 2016 in McKinley West, Uptown Bonifacio, The Mactan Newtown, Iloilo Business Park, ArcoVia City, Southwoods City, and Alabang. GERI will launch residential condominiums and residential lots in Twin Lakes and Sta. Barbara Heights.

### **Travellers**

Several new hotels and other gaming and non-gaming attractions are currently being developed at RWM. Marriott West Wing under Phase 2 is on its final stage of completion and will soon be formally opening its doors to the public in the second quarter of 2016. Phase 3 which features three luxury hotels, namely Sheraton Manila, Hilton Manila and Maxims II, is expected to be turned over by the end of 2017. These three hotels will increase both gaming and non-gaming facilities.

### **GADC**

New McDonald's product variations and promotions are introduced every now and then which normally last for limited time only, and this is part of the normal business promotions. Along with its expansion in 2015, McDonald's delighted its customers with new menu items and improved favorites. The much-loved, specially seasoned, golden, crispy Twister Fries returned for a limited time. Catering to Filipinos' love for bacon, McDonald's gave its signature Cheeseburger some new crunch with the new Bacon Cheeseburger and Bacon Cheeseburger Deluxe, perfect pairing with Twister Fries. The best-selling Chicken McDo is given an improved taste which is mc-mc-mc-*masarap*. A rollback in price of Chicken McDo products was implemented in May. In August, the Shake Shake Fries was brought back and given for free in Medium and Large Value Meals. The Chicken Fillet Ala King was launched in September. The Coke glass promotion was launched for a limited time in fourth quarter to boost the Everyday Value Meals.

### *b.5. Competition*

**In general**, the Company believes that the high quality of all the products it sells/offers can effectively compete with other companies in their respective areas of competition.

### **EMP**

The Philippine spirits industry is dominated by brandy, gin and rum. Popularity of these spirits is strangely delineated geographically - gin in the northern provinces, rum in Viz-Min areas and brandy in Metro Manila and urban centers nationwide. Brandy has recorded the highest consistent sales growth among all the spirits in the industry. The growing brandy consumption has encouraged the two traditional gin and rum giants to field their own brandy labels. There are also imported labels in the domestic market, but they are significantly more expensive than the locally-produced products. Emperador is recognized as the largest-selling brand in the Philippines and No. 1 brandy in the world, and EDI as the largest liquor company in the Philippines in terms of volume. EDI capitalizes primarily on the superior image and reputable quality of its brands.

The main competitors in the Philippine broad distilled spirits market mainly comprise of Ginebra San Miguel, Inc. (GSMI) and Tanduay Distillers, Inc. (TDI). Emperador also competes against imported labels. With respect to flavored vodka, gin and other alcohol products, it primarily competes with other local vodka and gin companies that also produce ready-to-serve alcoholic

beverages from Asia Brewery, Inc. and TDI as well as imported labels. The whisky segment in the Philippines is not well tapped at present, and the Group aims to revive and reenter this segment.

The principal competitive factors with respect to the Group's products include brand equity, product range and quality, price, ability to source raw materials, distribution capabilities and responsiveness to consumer preferences, with varying emphasis on these factors depending on the market and the product. The Group believes it has a track record of proven strength on these areas.

The Group believes that its products are strongly positioned within their respective markets, as measured by market share and brand recognition. Emperador Brandy accounted for 92% share of the Philippine brandy market in terms of sales volume, according to AC Nielsen Retail Audit. The Company believes its 'Emperador' brand is a status brand in the Philippines, and is associated with a certain level of success and sophistication that its potential customers aspire to. The Company believes that its range of well-established and highly recognized brands present significant barriers to new competitors, and are particularly important to its ability to both attract and maintain consumers.

WMG, on the other hand, faces competition from several international companies as well as local and regional companies in the countries in which it operates. Competitors use brand strength together with price and product range to compete. The major Scotch whisky brand owners are Diageo, Pernod Ricard, William Grant and Bacardi who are all materially larger than WMG. WMG can effectively compete as they have differentiated brands which consumers choose over others. WMG management monitors market prices on an on-going basis and takes steps to safeguard the overall competitive position.

#### **Pik-Nik**

Pik-Nik is still the number one brand in shoestring potatoes in the US. It competes with other US-brands like Lays and Pringles in chips form, although the latter is not from natural potato. French's shoestring potatoes went back on grocery shelves in 2013 and is now number 5. Utz is still the number 2 shoestring brand. A local brand, Oishi, has fielded string potato snacks from potato starch in the local market.

#### **MEG**

The real estate market in Metro Manila is principally split between the BPO office market and the residential market. The group competes with other property investment, development, leasing and property holding companies to attract buyers and tenants for its properties in Metro Manila. The principal bases of competition in the real estate development business are location, product, price, financing, execution, completion, quality of construction, brand and service. The group believes it has several competitive advantages in each of these categories due to the prime locations of its properties, innovative projects, a reputation for high quality designs, affordable pre-sales financing, after-sales service and a consistent track record of completion. MEG is the number one residential condominium developer in terms of number of units completed as of 2013 and units to be completed up to 2019 based on all projects launched as of third quarter 2014. This represents about 17% of the market. In terms of total aggregate saleable area of those projects launched and to be completed in the same period, it represents 13% of the market with a total saleable area of about 1.85 million square meters. The group attributes its strong residential sales to two main factors – the popularity of its live-work-play-learn communities in Metro Manila and its proven track record of delivering more than 320 buildings to its customers over the last two decades.

The group considers Ayala Land, Inc. ("ALI") to potentially be its only significant competitor in community township developments because of its presence in Fort Bonifacio where the group's Forbestown Center, McKinley Hill, McKinley West and Uptown Bonifacio projects are located. With respect to office and retail leasing business, the group has many competitors such as

Robinsons Land Corporation (“RLC”), ALI and SM Prime Holdings, Inc. With respect to its office and retail leasing business, the Company believes that it has many competitors in the industry such as Robinsons Land Corporation (“RLC”), ALI and SM Prime Holdings, Inc. (“SMPHI”).

### **Travellers**

RWM, being the first integrated resort with world-class gaming in the Philippines, has set a benchmark in a very high and unique manner. The group competes with both Philippine and foreign owned hotels and resorts. With respect to the gaming business, competition comes from casinos operated by government and other private companies.

In particular, there are facilities already built or under construction by three developers other than the Company that have been granted provisional licenses by PAGCOR in Entertainment City, two of which have already opened. These three other companies similarly partnered with international resorts and gaming companies – Henry Sy’s SM-consortium has Melco Crown Entertainment Ltd. of billionaires James Packer and Lawrence Ho (Macau); Tiger Entertainment Resort of Kazuo Okada (Japanese); Enrique Razon’s Bloomberry Resorts Corporation. In addition, Westside City Resorts World will be developed in Entertainment City by the Company’s co-Licensee, WCRWI.

While it has the first-mover advantage, Travellers continues to develop other leisure and entertainment attractions to complement its gaming business. RWM is expanding its hotel service through additional hotel brands and rooms, and its attractions as a family destination.

In addition, PAGCOR operates 13 gaming facilities across the Philippines and 34 satellite gaming facilities (which are smaller casinos and slots clubs). The Philippine gaming market also includes many other private casino and gambling operations, including seven licensed private casino operators in special economic zones (“Ecozones”). The Philippine gaming market is also comprised of other gambling competitors specializing in horse racing, cock fighting, jueteng, lotteries, sweepstakes, online gaming operators and other smaller-scale gaming operators.

### **GADC**

McDonald’s restaurants compete with a large and diverse group of restaurant chains and individual restaurants that range from independent local operators to well-capitalized national and international companies, delicatessens, cafes, pizza parlors, supermarkets and convenience stores. GADC considers Jollibee Foods Corporation as its main competitor. Jollibee, a home-grown brand with far greater number of restaurants nationwide than McDonald’s, offers Filipino-influenced dishes of chicken, burgers, spaghetti, and other Filipino dishes. Another one is KFC, a global brand from USA whose most popular product is its Original Recipe fried chicken served with side dishes. Other competitors include Wendy’s, Kenny Rogers, Shakey’s and Pizza Hut. Since 2005, GADC has opened more than 200 new restaurants and initiated marketing campaigns such as new product launches, promotions, emotive television commercials, and discount coupons. It has embarked on modernizing its restaurants and re-imaging existing ones. GADC competes on the basis of taste, food quality and price of products, convenience of location, and customer service.

### *b.6. Sources And Availability Of Raw Materials*

#### **EMP**

The principal raw materials for the manufacture of the alcoholic beverage products are distilled neutral spirit, brandy distillates, grain and malt whiskies, and water. It also requires a regular supply of glass bottles and packaging materials. EDI owns a distillery which produces distilled neutral spirit. It can also source raw materials from subsidiaries and third party suppliers. All of the water for blending is sourced from two deep wells located in the Santa Rosa, Laguna manufacturing facility. The facilities in Laguna are located on top of one of the best fresh water supplies in the Philippines. There is also a filtration system for the water it uses at its Laguna facilities. Brand new bottles are manufactured and supplied by AWG. When AWG is unable to

manufacture enough glass bottles to meet EDI's requirements, AWG sources glass bottles from foreign manufacturers. Carton boxes are sourced locally from at least three different suppliers. EDI has not experienced and does not anticipate any significant difficulty in obtaining adequate supplies of molasses, distilled neutral spirit, flavoring, bottles or packaging materials at satisfactory prices under its supply arrangements and believes its relationships with suppliers are good.

AWG is not dependent upon one or a limited number of suppliers for essential raw materials. It generally orders raw materials to meet its projected supply requirements for one year. AWGI has not had, and does not expect to have, difficulty sourcing glass bottles on behalf of EDI from third party suppliers, as required.

WVG sources its bottles from three European suppliers who have sufficient capacity to meet growth expectations. Secondary packaging is sourced from suppliers in Europe and China that are carefully selected to meet the quality and demand needs of the business. Whyte and Mackay have long term sound relationships with its suppliers to meet the current business requirements. Pricing agreements are in place with all suppliers.

### **MEG**

The Group has a broad base of suppliers from where it sources its construction materials and is not, and does not plan to be, dependent on any one or a limited number of suppliers. Megaworld also has no plans on being dependent on any one or a limited number of suppliers.

### **Travellers**

Travellers has a large base of contractors and suppliers that provide construction, engineering and consulting services, and is not dependent on any one contractor or supplier. In 2015, the ten largest suppliers – Global Matrix Concept Group, RGB Ltd., Systech Lighting & Controls, Inc., Top Source Maintenance and Contracting Services, Accridge Construction, Angel Playing Cards Co. Ltd., Phil-Data Business Systems, Inc., DLL & Sons Company Asia Ltd. Inc., Diamond Life Lighting Manufacturing (HK) Ltd., and Expert Interior Products, Inc. - accounted for 34.0% of total purchases for the year.

### **GADC**

Suppliers for the McDonald's products are sourced using the McDonald's global supply chain, which allows the purchase of food, beverages and restaurant supplies at competitive prices and quality consistent with McDonald's products worldwide. McDonald's has quality assurance laboratories around the world to ensure that its standards are consistently met. In addition, McDonald's works closely with suppliers to encourage innovation, assure best practices and drive continuous improvement. GADC also contracts the services of third parties for its food supplies. GADC procures the services of a supply distribution center operated by Havi Food Services Philippines, Inc. that provides purchasing, warehousing, delivery, food preparation and other logistical support for the requirements of all of the McDonald's restaurants in the Philippines. GADC develops product specifications and continually monitors supplies to ensure compliance with McDonald's standards.

### **Pik-Nik**

Pik-Nik uses only fresh potatoes from California and Oregon, pure vegetable oil, the finest seasonings and never any preservatives. The suppliers of potatoes for Pik-Nik have one-year contracts.



### ***b.7. Customer Dependence***

The Group's businesses are not dependent upon a single or a few customers or tenants, the loss of which would not have a material adverse effect on the Company and its subsidiaries taken as a whole. There is also no customer that accounts for, or based upon existing orders will account for, 20% or more of sales.

### ***b.8. Transactions With And/Or Dependence On Related Parties***

The Company and its subsidiaries, in the ordinary course of business, engage in transactions with affiliates. The Company's policy with respect to related party transactions is to ensure that these are entered on terms comparable to those available from unrelated third parties. Inter-company transactions between and among the Company and its subsidiaries are eliminated in consolidation and thus are no longer reflected in the consolidated financial statements. These primarily consisted of the following:

- Cash advances for financial requirements. Entities within the Group obtain advances from the parent and/or other entities and associates for working capital or investment purposes. There are also certain expenses that are paid in behalf of other entities.
- Lease of manufacturing facilities. AGI leases the glass manufacturing plant property to AWGI, and TEI leases the brandy manufacturing plant property to EDI.
- Lease of parcels of land. GARC leases out these lots to GADC.
- Lease of office spaces. MEG leases out office and parking spaces to AGI, subsidiaries, and affiliates.
- Purchase and sale of real estate, services and rentals. Real estate properties are bought or sold based on price lists in force with non-related parties. Services are usually on a cost-plus basis allowing a margin ranging 20%-30%. Commissions for marketing services are based on prevailing market rates.
- Supply of glass bottles. AWGI supplies the new bottle requirements of EDI.
- Receivables from subsidiaries/franchisees. GADC supplies restaurant equipment, food, paper and promotional items to all franchisees, including affiliated restaurants, at normal market prices through a third party service provider.

Major related party transactions have been disclosed in Note 29 to the consolidated financial statements appearing elsewhere in this report.

### ***b.9. Licenses, Trademarks, Franchises***

In the Philippines, certificates of registration of trademarks issued by the Philippine Intellectual Property Office prior to the effective date of the Philippine Intellectual Property Code in 1998 are generally effective for a period of 20 years from the date of the certificate, while those filed after the Philippine Intellectual Property Code became effective are generally effective for a shorter period of 10 years, unless terminated earlier.

#### **EMP**

EDI owns registered trademarks which are of material importance to the success of its business since they have the effect of developing brand identification and maintaining consumer loyalty. EDI's principal trademark is Emperador Brandy, which it purchased from Condis in 2007, in addition to associated patents, copyrights and goodwill and bottle designs for its brandy products. Its trademark for 'Emperador' has a fresh period of ten years expiring in 2025 after its renewal in 2015 with the Philippine Intellectual Property Office ("Philippine IPO"). It also registered the trademark for 'Generoso' and the trademark for its 'The BaR' flavored alcoholic beverage products in 2006 and 2008, respectively, while the trademark for 'Emperador Deluxe' was registered with

the Philippine IPO in 2015 for a period of ten years. The new Andy Player trademark is registered in 2015 for a period of ten years.

EDI trademarks are also registered in more than 30 countries, among which, the European Union, USA, Canada, Australia, Japan, Vietnam, Taiwan, Hong Kong, Indonesia, Laos, Cambodia, and Myanmar.

The existing trademarks for Pik-Nik products are licensed and registered to EDI in the Philippines for 10- to 20-year periods and renewable thereafter.

Whyte and Mackay owns approximately 700 trademarks worldwide, which includes trademarks for its products: The Dalmore, Isle of Jura, and Whyte & Mackay. It also has trademark licenses for Vladivar, Glayva, Claymore, John Barr and Cluny brands. Trademarks are typically renewed on a 10 to 20 year cycle.

### **MEG**

Megaworld owns the registered trademark over its name and logo which will expire in 2015 and is renewable for 10-year periods thereafter. GERI has also applied to register and protect the trademarks "Global-Estate Resorts, Inc.", "Boracay Newcoast", "Twin Lakes", "Harbortown" and their respective logos and devices. Although the brand is important, Megaworld and GERI do not believe that its operations or its subsidiaries' operations depend on its trademarks or any patent, license franchise, concession or royalty agreement.

### **Travellers**

Travellers holds a PAGCOR license to operate casinos and engage in gaming activities in two sites – in Newport City (Site B) where RWM is situated, and in Entertainment City (Site A) where Westside City Resorts World is set to rise. The term of the license is co-terminus with PAGCOR's franchise which will expire on July 11, 2033 and shall be renewed subject to the terms of the PAGCOR charter.

On March 18, 2013, Westside City Resorts World Inc. (WCRWI, formerly Resorts World Bayshore City, Inc.) entered into a deed of accession (the Deed of Accession), which was accepted, agreed and consented to by PAGCOR. Pursuant to the Deed of Accession, WCRWI acceded to the rights, title, interests and obligations of Travellers under the Provisional license and other relevant agreement with PAGCOR. Accordingly, PAGCOR recognized and included WCRWI as a co-licensee and co-holder of the Provisional License and other relevant agreements with PAGCOR insofar as Site A (Westside City Resorts World) is concerned while the Company remains the licensee and holder of the Provisional License and key notifying party insofar as Site B (Resorts World Manila) is concerned.

Further, on June 10, 2013, Travellers and WCRWI entered into a cooperation agreement (the Cooperation Agreement) which designates the parties' respective rights, interests and obligations under the Provisional License and other relevant agreements. Specifically, the parties agreed that WCRWI would have all the rights and obligations under the license with respect to Site A and that Travellers would have all the rights and obligations with respect to Site B. Accordingly, on June 28, 2013, PAGCOR issued an Amended Certificate of Affiliation and Provisional License certifying Travellers and WCRWI as co-licensees and co-holders of the Provisional License and other relevant agreements.

On 23 September 2014, Travellers subscribed to common and preferred shares in WCRWI making it the effective owner of ninety five percent (95%) of WCRWI.

Travellers also has a non-exclusive non-transferable right and license within Metro Manila to the use of Marriott trademarks for hotel services and other related goods and services offered in connection with the hotel.

It has registered trademarks over "Passion," "Gamezoo," "Remington Hotel Newport City," "Remington Hotel Manila," "Newport Performing Arts Theater," "Grand Opera House," "Grand Opera House Manila," "Fun Fiesta Jackpot," "Manila Millions Poker," "Mabuhay Millions Poker," "Noodle Works," "iGrab everything I want," "iGrab," "Impressions," "Café Maxims," "Mercado," "Kimchi and Mojou," "Remington Bar Lounge," "Bar 360," "Ginzadon," "Grabit," "Thrill Like No Other," "Newport Performing Arts Theater Bar," "The Terrace," "Lucky Noon", "Laff Laugh Fun", "Kamin Naman ang Taya", "Musikat Records," "Oak Tree Inn," "Regal Inn," "Hotel Gran Palacio," "El Castillo de Manila", "Castillo Manila", "The Grand Theatre of Manila", "Chill", "Grand Fiesta Manila "R88," "Manila Bayshore Heritage Foundation, Inc.," "The World of Luck," "House Ultra Lounge," "Franks Craft Beers Manila," and their related devices which will expire on various dates in 2018-2025, and are renewable thereafter.

### **GADC**

GADC has nonexclusive rights as a franchisee to use and adopt the McDonald's intellectual property in the Philippines, including trademarks, service marks, patents, copyrights, trade secrets and other proprietary information, some of which, including the trademarks for "McDonald's," the golden arches logo, Ronald McDonald and "Big Mac." The license agreement contains provisions regulating GADC's use of such trademarks in accordance with McDonald's Corporation's franchise system. GADC's license agreement with McDonald's was renewed in March 2005 for a period of 20 years. It provides for a royalty fee based on a certain percentage of net sales from the operations of all Company's restaurants, including those operated by the franchisees. Individual sublicense arrangements granted to franchisees generally include a lease and a license to use the McDonald's System for a period of 3 to 20 years, with a co-terminus provision with the master franchise.

#### *b.10. Government Approval Of Principal Products Or Services*

### **EMP**

Philippine local government legislations require a license to sell alcoholic beverages and prohibit the sale of alcoholic beverages to person under 18 years of age or within a certain distance from schools and churches. However, advertising and marketing of alcoholic beverages are largely unregulated in the Philippines, except that minors are not allowed to be employed for commercials or advertisements promoting alcoholic beverages.

In addition, approvals from the FDA are required before the Company can manufacture a new product. In addition, all new products must be registered with the BIR prior to production.

The group has duly complied with the statutes and regulations implemented by the BFAD and has not received any notice of violation of these regulations from the BFAD. In connection with its obligations under these rules and regulations, the group has instituted rigorous quality control procedures to ensure that its products meet or exceed the prescribed standards and measures.

Whyte & Mackay's five distilleries and associated warehouses are extensively regulated under Customs and Excise licenses and regulations, Environmental Agency regulations on water abstractions, effluent discharges, air emissions and potential major accident impacts on the environment.

Whyte & Mackay is in compliance, and not aware of any material deviation, with all applicable regulatory, environmental, health and safety regulations and all distilleries demonstrate a good to excellent level of compliance.

## **MEG**

A barangay clearance and development permit from the local government unit (“LGU”) must be secured before commencing land development works. Before the start of structural construction activities, a building permit must be secured from the LGU. A certificate of registration and a license to sell, both from the Housing and Land Use Regulatory Board (“HLURB”), must be secured before launching any selling activities. All subdivision and condominium plans for residential, commercial, industrial and other development projects are required to be filed with and approved by the HLURB and the relevant LGU of the area where the project is situated. Approval of such plans is conditional on, among other things, the developer’s financial, technical and administrative capabilities. Alterations of approved plans, which affect significant areas of the project, such as infrastructure and public facilities, also require the prior approval of the relevant government body or agency.

Subdivision or condominium units may be sold or offered for sale only after a license to sell has been issued by the HLURB. As a requisite for the issuance of a license to sell by the HLURB, developers are required to file with the HLURB surety bond, real estate mortgage or cash bond to guarantee the construction and maintenance of the roads, gutters, drainage, sewerage, water system, lighting systems, and full development of the subdivision or condominium project and compliance with the applicable laws, rules and regulations. Real estate dealers, brokers and salesmen are also required to register with the HLURB before they can sell lots or units in a registered subdivision or condominium project. Real estate brokers are required by HLURB to take licensure examinations and attend continuing professional education programs.

Project permits and licenses to sell may be suspended, cancelled or revoked by the HLURB, by itself or upon a verified complaint from an interested party, for reasons such as non-delivery of title to fully-paid buyers or involvement in fraudulent transactions. A license or permit to sell may only be suspended, cancelled or revoked after a notice to the developer has been served and all parties have been given an opportunity to be heard in compliance with the HLURB’s rules of procedure and other applicable laws.

The group routinely applies for regulatory approvals for its projects and some approvals are pending. No existing legislation or governmental regulation, and the group is not aware of any pending legislation or governmental regulation, that is expected to materially affect its business.

The group complies with all regulations applicable to the development and sale of its projects.

## **Travellers**

Travellers operates its gaming activities through the license granted by PAGCOR, a government-owned and controlled corporation, which was granted the franchise to operate and license gaming casinos, gaming clubs and other similar recreation or amusement places, gaming pools, whether on land or sea, within the Philippines. The franchise of PAGCOR is extended for another 25 years after July 11, 2008, its original term.

The activities and operations of RWM are closely monitored by PAGCOR who maintains an office inside RWM where officials are stationed 24 hours a day. Travellers is in continuous close contact with PAGCOR regarding compliance with its gaming concession and all applicable Philippine laws. Travellers is also required to provide periodic reports to PAGCOR.

Shopping malls are regulated by the local government unit of the city or municipality where the shopping mall is located. Retail stores in shopping malls must secure a mayor’s permit or municipal license before operating and must comply with the fire safety provisions and other applicable local ordinances. Operators of restaurants and other food establishments as tenants must obtain a sanitary permit from the same local government unit where the shopping mall is located.

## **GADC**

There are no special government approvals necessary for new food products apart from the standard Department of Trade and Industry permits.

### *b.11. Effect Of Existing Or Probable Government Regulations*

**Value Added Tax** is a business tax imposed and collected from the seller in the course of trade or business on every sale of properties (real or personal), lease of goods or properties (real or personal) or rendering of services. It is an indirect tax, thus, it can be passed on to the buyer. Current rate is 12% of net retail/sale price or service revenue.

Effective November 1, 2005, sales of residential lots with a gross selling price of ₱1.5 million or less, and residential house and lots with a gross selling price of ₱2.5 million or less, are not subject to VAT. Effective January 1, 2012, the thresholds for exemption are increased to - P1,919,500 or less for residential lots and P3,199,200 for residential house and lots.

## **EMP**

In addition to VAT, the alcohol products which are manufactured in the Philippines for domestic sales or consumption, including imported items, are subject to specific taxes. The brandy products which are produced from locally processed distilled spirits from the juice, syrup or sugar of the cane were levied an excise tax of ₱14.68 per proof liter. [A proof liter is a liter of proof spirits, which are liquors containing one-half of their volume of alcohol with a specific gravity of 0.7939 at 15°C]. The excise tax rate had increased by 8% annually from P11.65 in January 2007 to January 1, 2011 after which a new excise tax law was enacted in December 2012 and took effect on January 1, 2013.

*RA 10351, known as the Sin Tax Reform Act of 2012*, imposes on distilled spirits a 15% ad valorem tax based on net retail price per proof plus ₱20.00 per proof liter for the years 2013-2014, with the ad valorem tax rate increasing to 20% thereafter and the specific tax by 4% every year thereafter.

EDI's alcohol products are subject to excise taxes which are currently substantially pass on to consumers and form part of the sales prices..

In UK, the *Scotch Whisky Regulations 2009* ("SWR") came into force on November 23, 2009, replacing the Scotch Whisky Act 1988 and the Scotch Whisky Order 1990. Whereas the previous legislation had only governed the way in which Scotch Whisky must be produced, the SWR also set out rules on how Scotch Whiskies must be labelled, packaged and advertised, as well as requiring Single Malt Scotch Whisky to be bottled in Scotland, labelled for retail sale, from November 23, 2012. The SWR make clear that Scotch Whisky must be wholly matured in Scotland. They also require that all maturation must take place in an excise warehouse or in another permitted place regulated by Her Majesty's Revenue and Customs ("HMRC"). Regulation 3(2) defines five categories of Scotch Whisky which must appear clearly and prominently on every bottle of Scotch Whisky sold.

- Single Malt Scotch Whisky – A Scotch Whisky distilled at a single distillery (i) from water and malted barley without the addition of any other cereals, and (ii) by batch distillation in pot stills. From 23 November 2012, Single Malt Scotch Whisky must be bottled in Scotland.
- Single Grain Scotch Whisky - A Scotch Whisky distilled at a single distillery (i) from water and malted barley with or without whole grains of other malted or unmalted cereals, and (ii) which does not comply with the definition of Single Malt Scotch Whisky.
- Blended Scotch Whisky - A blend of one or more Single Malt Scotch Whiskies with one or more Single Grain Scotch Whiskies.
- Blended Malt Scotch Whisky - A blend of Single Malt Scotch Whiskies, which have been distilled at more than one distillery.

- Blended Grain Scotch Whisky - A blend of Single Grain Scotch Whiskies, which have been distilled at more than one distillery.

SWR provided added legal protection for the traditional regional names with Scotch Whisky production, ie 'Highland', 'Lowland', 'Speyside', 'Campbeltown', and 'Islay'. These names can only appear on whiskies wholly distilled in those regions. A distillery name must not be used as a brand name on any Scotch Whisky which has not been wholly distilled in the named distillery. Labelling must not by any other means mislead consumers as to where the Scotch Whisky has been distilled. SWR maintain the long standing rule on the use of age statements, i.e. the only age which may be stated is the age of the youngest Scotch Whisky in the product. When distillation or vintage year will be used, then only one year may be mentioned together with the year of bottling or age statement which must appear in the same field of vision as the year of distillation or vintage, and all of the whisky in the product must have been distilled in that vintage year.

### **MEG**

*Presidential Decree ("PD") 957, RA 4726 and Batas Pambansa ("BP") 220* are the principal statutes that regulate the development and sale of real property as part of a condominium project or subdivision projects for residential, commercial, industrial and recreational purposes. The HLURB is the administrative agency which, together with LGU, enforces these decrees and has jurisdiction to regulate the real estate trade and business.

All subdivision and condominium plans are required to be filed with the HLURB and the pertinent LGU of the area in the project is situated. Approval of such plans is conditional on, among other things, the developer's financial, technical and administrative capabilities. Alterations of approved plans which affect significant areas of the project, such as infrastructure and public facilities, also require prior approval of the relevant government body or agency. The development of subdivision and condominium projects can commence only after the relevant government body has issued the development permit.

The issuance of a development permit is dependent on, among others (i) compliance with required project standards and technical requirements which may differ depending on the nature of the project, and (ii) issuance of a barangay clearance, the HLURB locational clearance, Department of Environment and Natural Resources ("DENR") permits, and Department of Agrarian Reform ("DAR") conversion or exemption orders. A bond equivalent to 10% of the total project cost is required to be posted by the project developer to ensure commencement of the project within one year from the issuance of the development permit. Developers who sell lots or units in a subdivision or a condominium project are required to register the project with and obtain a license to sell from the HLURB. Subdivision or condominium units may be sold or offered for sale only after a license to sell has been issued by the HLURB.

Project permits and licenses to sell may be suspended, cancelled or revoked by the HLURB, by itself or upon a verified complaint from an interested party, for reasons such as involvement in fraudulent transactions, misrepresentation about the subdivision project or condominium project in any literature which has been distributed to prospective buyer. A license or permit to sell may only be suspended, cancelled or revoked after a notice to the developer has been served and all parties have been given an opportunity to be heard in compliance with the HLURB's rules of procedure and other applicable laws.

Real estate dealers, brokers and salesmen are also required to register with the HLURB before they can sell lots or units in a registered subdivision or condominium project. On June 29, 2009, *RA 9646 or the Real Estate Service Act of the Philippines* was signed into law. RA 9646 strictly regulates the practice of real estate brokers by requiring licensure examinations and attendance in continuing professional education programs.

Further, *Republic Act No. 7279* requires developers of proposed subdivision projects to develop an area for socialized housing equivalent to at least 20% of the total subdivision area or total subdivision project cost, at the option of the developer; within the same or adjacent regions, whenever feasible, and in accordance with the standards set by the HLURB. Alternatively, the developer may opt to buy socialized housing bonds issued by various accredited government agencies or enter into joint venture arrangements with either the LGU or any of the housing agencies in socialized housing development.

*RA 6552, or the Maceda Law*, was promulgated to protect real estate buyers on installment basis (including residential condominium units but excluding industrial and commercial lots) by giving the buyers a total of at least 60-day grace period within which to pay any unpaid installments without any interest. RA 6552 also requires the sellers of real estate to give the buyers a refund of at least 50% of total payments made should the sale be cancelled provided the buyers have paid at least two years of installments. RA 6552 covers the business of the Company as it applies to all transactions or contracts involving the sale or financing of real estate through installment payments.

*Shopping malls* are regulated by the local government unit of the city or municipality where the shopping mall is located. Shopping mall operators must secure a mayor's permit or municipal license before operating. Shopping mall operators must also comply with the provisions of *Republic Act No. 9514 or the Fire Code*, and other applicable local ordinances. Shopping malls that have restaurants and other food establishments as tenants must obtain a sanitary permit from the Department of Health. Shopping malls that discharge commercial wastewater must apply for a wastewater discharge permit from the DENR. As a tourism-related establishment, shopping malls may obtain accreditation from the Department of Tourism ("DOT"). A shopping mall can only be accredited upon conformity with the minimum physical, staff and service requirements promulgated by the DOT.

Certain investment properties are registered with *PEZA*, and this provides significant benefits to tenants. PEZA requirements for registration of an IT park or building differ depending on whether it is located in or outside Metro Manila. These requirements include clearances or certifications issued by the city or municipal legislative council, the DAR, the National Water Resources Board, and the DENR. The PEZA is a government corporation that operates, administers, and manages designated special economic zones ("Ecozones") around the country. Ecozones are selected areas with highly developed or which has the potential to be developed into agro-industrial, commercial, banking, tourist/recreational, investment and financial centers. An Ecozone may contain any or all of the following: industrial estates, export processing zones, free trade zones, and tourist/recreational centers. There are several activities eligible for PEZA registration and incentives including, but not limited to, IT services, Tourism and Retirement activities. PEZA-registered enterprises located in an Ecozone are entitled to fiscal and non-fiscal incentives such as income tax holidays and duty free importation of equipment, machinery and raw materials. Retirement Ecozone developers/ operators and retirement Ecozone facilities enterprises are entitled to fiscal and non-fiscal incentives.

The Group routinely secures the required government approvals for its projects during the planning and construction and marketing stages of project development, including operations of its malls and lease properties. The Group is not aware of any pending government regulation that is expected to materially affect its business. The group believes it has obtained the required government approvals relevant for each project at its current state of development.

### **Travellers**

*RA 9160, as amended, or the Anti-Money Laundering Act of 2001* ("AMLA"), prohibits money laundering, a crime whereby the proceeds of an unlawful activity are transacted, thereby making them appear to have originated from legitimate sources. A "covered transaction" under the AMLA refers to a transaction in cash or other equivalent monetary instrument involving a total amount in

excess of P500,000 within one banking day. Covered institutions must report all transactions to the Anti-Money Laundering Council within five working days of occurrence, unless the supervising authority concerned prescribes a longer period, which period shall not exceed 10 working days. Penalties include fines of not less than P100,000 and imprisonment ranging from nine months to fourteen years, depending on the money laundering committed. As of this date, casinos and all other activities of Travellers are not covered by AMLA.

The Company is subject to 25% and 15% license fees, in lieu of all taxes, with reference to the income component of the gross gaming revenues, as provided under the Provisional License Agreement with PAGCOR. In April 2013, BIR issued a circular which clarifies that PAGCOR, its contractees and its licensees are subject to corporate income tax. In May 2014, PAGCOR issued Guidelines for a 10% Income Tax Allocation measure (“the ITA measure”) whereby, effective April 1, 2014, the 25% and 15% license fees were effectively reduced to 15% and 5%, respectively, inasmuch as 10% of the license fees was allocated for income tax on gaming, subject to quarterly and annual true-up mechanisms obliging the licensees to remit to PAGCOR any savings from the excess of the 10% ITA over the actual income tax paid on the gaming revenues. The ITA measure ceases to be effective and the license fees shall automatically revert to the 25% and 15% rates indicated in the Provisional License Agreement should certain circumstances enumerated in the measure occur, in effect declaring that gaming revenues are not subject to the corporate income tax. In December 2014, the Supreme Court (“SC”) issued a Decision in the case of PAGCOR v. BIR, G.R. No. 215427, confirming that income from gaming operations is subject only to five percent (5%) franchise tax, in lieu of all other taxes, under P.D. 1869, as amended. The BIR’s Motion for Reconsideration of the foregoing pronouncement was denied with finality in a resolution issued by the SC dated March 10, 2015. Management is of the opinion that with the December 2014 Decision in the case of PAGCOR, SC will positively resolve a similar case filed on behalf of a PAGCOR licensee. Upon finality of the resolution/decision of such case, the 10% ITA measure shall cease to be effective, and the license fees shall therefore automatically revert to the original 25% and 15% rates. Moreover, on May 11, 2015, CTA ruled in the case of Perception Gaming, Inc. vs BIR that the tax exempt status of PAGCOR extends to/includes licensees. On November 5, 2015, the CTA En Banc resonated the aforementioned ruling in the case of Hon. Herbert Bautista vs PAGCOR.

Travellers is registered with PEZA as a Tourism Economic Zone for Maxims Hotel, Marriott Hotel Manila, Remington Hotel, Marriott Grand Ballroom, Marriott West Wing, Maxim II, Newport Entertainment and Commercial Center, Sheraton Manila Hotel and Hilton Manila. As such, Travellers is entitled to certain tax incentives.

#### ***b.12. Research And Development***

The regular research and development activities of the group for the past three years have not amounted to a significant percentage of revenues. There are no new products or design being developed that would require a material amount of the group’s resources.

#### ***b.13. Compliance With Environmental Laws***

All Philippine development projects, installations and activities located in areas surrounding the Laguna Lake are subject to regulatory and monitoring powers of the Laguna Lake Development Authority (“LLDA”). Since the glass plant and the brandy manufacturing complex are located in this area, permits to operate are being renewed with LLDA on a yearly basis.

Development projects that are classified by Philippine law as environmentally critical or projects within statutorily defined environmentally critical areas are required to obtain an Environmental Compliance Certificate (“ECC”) prior to commencement. The Department of Environment and Natural Resources (“DENR”) through its regional offices or through the Environmental



Management Bureau (“EMB”), determines whether a project is environmentally critical or located in an environmentally critical area. As a requisite for the issuance of an ECC, an environmentally critical project is required to submit an Environmental Impact Statement (“EIS”) to the EMB while a project in an environmentally critical area is generally required to submit an Initial Environmental Examination (“IEE”) to the proper DENR regional office. While the EIS or an IEE may vary from project to project, as a minimum, it contains all relevant information regarding the project’s environmental effects. The issuance of an ECC is a Government certification that the proposed project or undertaking will not cause a significant negative environmental impact; that the proponent has complied with all the requirements of the EIS System and that the proponent is committed to implement its approved Environmental Management Plan in the EIS or, if an IEE was required, that it shall comply with the mitigation measures provided therein.

In Scotland, WMG has an environmental policy which commits it to ensure that its activities are conducted in ways which comply with the law and, so far as is reasonably and commercially practicable, do not harm the environment.

The Company and its subsidiaries have not incurred material costs to comply with environmental laws.

*b.14. Number Of Employees*

As of December 31, 2015, the Group has a total workforce of 35,552 personnel categorized by business segment as follows:

	End-2015	Anticipated Hiring in 2016
GADC.....	30,341	.....7,627
Travellers.....	5,009	.....283
Megaworld.....	1,600	
GERI.....	606	
Empire East.....	698	.....126
Suntrust.....	276	.....93
Emperador.....	1,507	
Whyte and Mackay’s 489 included		.....14
Others.....	226	
<b>Total</b> .....	<b>40,263</b>	<b>.....8,143</b>

The Group intends to hire additional employees if the present workforce becomes inadequate to handle operations. Approximately 8,143 new employees are anticipated to be hired within the ensuing 12 months primarily due to business expansion. The newly-acquired Spanish business has 144 employees that will be absorbed under Emperador group. Except for AWG and WML, none of the Company’s or its subsidiaries’ employees are formally covered by a collective bargaining agreement and represented by a labor union.

AWG has a renewed five-year collective bargaining agreement with its production employees covering the period up to January 20, 2020. The employees also agree to follow certain grievance procedures and to refrain from strikes during the term of the agreement. WML has recognition agreements with both UNITE and GMB trade unions and relationships with both are good; there has been no recent unrest.

Megaworld, EDI and WML maintain each a funded, tax-qualified, non-contributory retirement plan that is being administered by a trustee covering all regular full-time employees. GADC has a funded, defined benefit contribution retirement plan covering all regular full-time employees wherein employees are allowed to make voluntary contribution. GERI has an unfunded, non-contributory defined benefit plan covering all regular employees.

Employees of sub-franchisees do not form part of GADC's workforce except for certain members of the sub-franchisee management staff. Regular employees of GADC are beneficiaries of a bonus program, determined by, among others, the level of profits, performance appraisals and the employee's position and salary level.

The Group has not experienced any disruptive labor disputes, strikes or threats of strikes, and management believes that the Group's relationship with its employees in general is satisfactory.

#### ***b.15. Major Business Risks and Management***

Risks are integral part of business. Opportunity for advancement cannot be achieved without taking risks. This is why the Company and its subsidiaries adopted a policy whereby risks are identified before they cause significant trouble for the business. They carefully prepare structured/strategic plans to anticipate the inherent risks in their activities and set up methods to mitigate the effects of these risks. Risks are prioritized based on their impact to business, and probability of occurrence. There is a monitoring system that keeps track of the indicators and the actions/corrections undertaken. Feedbacks, both internal and external, are important for current and emerging risks.

The Group's risk management is coordinated with the Board of Directors and focuses on actively securing short-to medium-term cash flows by minimizing the exposure to financial markets. Long-term financial investments are managed to generate lasting returns. The Group does not actively engage in the trading of financial assets for speculative purposes.

The major risks that the present business faces include:

- *Hazards and natural or other catastrophes.* The Company and its subsidiaries' assets are always exposed to losses or impairment through fire and natural or man-made disasters and accidents that may materially disrupt operations and result in losses. In particular, damage to project structures resulting from such natural catastrophes could also give rise to claims from third parties or for physical injuries or loss of property, while any damage to main manufacturing and bottling facility could materially and adversely affect the ability to produce brandy in sufficient quantities. EDI, Whyte and Mackay, Pik-Nik and GADC also run the risk of contamination through tampering of ingredients, bottles or products that could result in product recall or food poisoning which in turn could create negative publicity that could adversely affect sales.

Safety precautionary measures have been undertaken and installed within the operating system. Adequate insurance policies are likewise taken to cover from these risks. Any material uninsured loss or loss materially in excess of insured limits could materially and adversely affect the Company's business, financial condition and results of operations, while remaining liable for any project costs or other financial obligations related to the business.

- *Regulatory developments.* The Philippine property, integrated tourism, food and beverage and quick service restaurant industries are highly regulated. For example, in the property development and integrated tourism industries, it is required that a number of permits and approvals be obtained for development plans at both the national and local levels. Travellers is subject to gaming regulations for its casino operations. In the alcohol industry, there are restrictions on advertising, marketing and sales of alcoholic beverages to consumers and restrictions governing the operation of manufacturing facilities. In the QSR industry, GADC is subject to retail trade and other industry specific regulations. The group's results of operations could be affected by the nature and extent of any new legislation, interpretation or regulations, including the relative time and cost involved in

- procuring approvals for projects. If the group fails to meet safety, health and environmental requirements, it may also be subject to administrative, civil and criminal proceedings initiated by the Government, as well as civil proceedings by environmental groups and other individuals, which could result in substantial fines and penalties against the Company, as well as orders that could limit or halt its operations. The Group, thus, keeps abreast of current happenings and immediately institute measures to contain any adverse effect on the group.
- *Money laundering and cheating at gaming areas.* Casino and gaming activities are cash intensive and involve significant amounts of revenue daily. Customers may seek to influence their gaming returns through cheating or other fraudulent methods. Fraudulent activities, including gaming collusion and automated play, could cause Travellers and its customers to experience losses, harm its reputation and ability to attract customers, and materially and adversely affect its business, goodwill, financial condition and results of operations. Travellers takes numerous preventive and mitigating measures for the handling of chips, cash and gaming equipment. It uses special technologies to prevent and detect potential fraudulent and counterfeiting activities as well as high value and suspicious transactions.
  - *Supply of raw materials and packaging materials.* Materials used in production demand high quality and specialty. The raw materials that GADC and Emperador group use, such as distilled neutral spirit, brandy distillates, chicken, beef and paper, are largely commodities and are subject to price volatility caused by changes in supply and demand, weather conditions, fuel costs for transportation and production, agricultural uncertainty and government controls. Megaworld, GERI and Travellers source construction materials such as lumber, steel and cement and may also experience shortages or increases in prices. Rising price changes will result in unexpected increases in production or construction costs and decreases in gross margins if such increased costs cannot be passed on to consumers or buyers. If these costs are passed on, any increase in prices could materially affect demand for and the relative affordability of such products. Purchasing, therefore, keeps posted about supply sufficiency in the market and always looks out for new potential sources.
  - *Consumer tastes, trends and preferences.* Consumer preferences may shift due to a variety of factors, including changes in demographic and social trends, leisure activity patterns and a downturn in economic conditions, which may reduce customers' willingness to purchase premium branded products or properties. In addition, concerns about health effects due to negative publicity regarding alcohol or fast food consumption, negative dietary effects, project location, regulatory action or any litigation or customer complaint against companies in the industry may have an adverse effect on results of operations. Any significant changes in consumer preferences and failure to anticipate and react to such changes could result in reduced demand for consumer products or projects and erosion of its competitive and financial position. Likewise, the launch and ongoing success of new products is uncertain as is their appeal to customers. Product innovation and responsiveness to changing consumer tastes and trends, therefore, have been important aspects of the group's ability to sell their products.
  - *Competition.* Each of the Company's primary business operations is subject to intense competition. Some competitors may have substantially greater financial and other resources than EMP, MEG, GERI, Travellers or GADC, which may allow them to undertake more aggressive marketing and to react more quickly and effectively to changes in the markets and in consumer preferences. In addition, the entry of new competitors into any of the Company's primary business segments may reduce the Company's sales and profit margins.

- *Interests of joint development partners.* Megaworld and GERI obtain a significant portion of its land bank through joint development agreements with landowners, as part of its overall land acquisition strategy and intends to continue to do so. A joint venture involves special risks where the venture partner may have economic or business interests or goals inconsistent with or different from those of the Group.
- *Land for future development.* The real estate business is dependent, in large part, on the availability of large tracts of land suitable for development. As it and its competitors attempt to locate sites for development, it may become more difficult to locate parcels of suitable size at acceptable prices.

A further discussion on financial risk management objectives and policies is presented in the notes to the financial statements.

## 2. PROPERTIES

The following are the principal properties owned or leased by the group, including those reserved for future developments as of December 31, 2015:

Description	Location	Owned/Limitations on Ownership
<b>Lots &amp; Facilities</b>		
Brandy manufacturing facility	Santa Rosa, Laguna	Owned
Brandy manufacturing facility-Annex	Biñan, Laguna	Owned
Alcohol distillery plant	Nasugbu, Batangas	Owned
Glass manufacturing plant	Canlubang Industrial Estate, Calamba, Laguna	Owned
Warehouse Town – a warehouse complex	Caloocan City	Owned
Vineyard lands	Spain	Owned
Industrial facilities	Spain	Owned by Joint venture
Malt distilleries (4), grain distillery (1)	Scotland, UK	Owned
Bottling facility	Scotland, UK	Leased
Warehouses	Scotland, UK	Owned; leased
Several parcels for McDonald's use	Various locations	Owned
Lot – Citiwood Heights	EDSA, Quezon City	Owned
<b>Condominium Units and Subdivision Lots Under Development - Megaworld</b>		
One Uptown Residence	Fort Bonifacio, Taguig City	Joint Venture
Uptown Ritz Residences	Fort Bonifacio, Taguig City	Joint Venture
Uptown Parksuites Residence	Fort Bonifacio, Taguig City	Joint Venture
The Venice Luxury Residences	McKinley Hill	Owned
Viceroy	McKinley Hill	Owned
The Florence	McKinley Hill	Owned
St. Moritz Private Estate Cluter One & Two	McKinley West, Fort Bonifacio	Joint Venture
81 Newport Boulevard	Newport, Pasay City	Joint Venture
101 Newport Boulevard	Newport, Pasay City	Joint Venture
One Eastwood Avenue 1	Eastwood City, Quezon City	Owned
One Eastwood Avenue 2	Eastwood City, Quezon City	Owned
Manhattan Heights B-D	Quezon City	Joint Venture
Manhattan Plaza	Quezon City	Joint Venture
Iloilo Business Park	Iloilo City	Owned
One Madison Place 1-3	Iloilo City	Owned
Lafayette Park Square	Iloilo City	Owned
The Palladium	Iloilo City	Owned
One Pacific Residence	Mactan Newtown, Cebu	Owned
One Manchester Place	Mactan Newtown, Cebu	Owned
Greenbelt Hamilton 1	Makati City	Owned
Greenbelt Hamilton 2	Makati City	Owned

Description	Location	Owned/Limitations on Ownership
Paseo Heights	Makati City	Owned
Three Central	Makati City	Owned
Salcedo SkySuites	Makati City	Owned
Golf Hill Gardens	Quezon City	Owned
Noble Place	Manila City	Joint Venture
Eastwood Global Plaza Luxury Residence	Eastwood, Quezon City	Owned
San Antonio Residences	Gil Puyat Ave., Makati City	Owned
Forbes Hill	Nothill Gateway, Bacolod	Joint Venture
Condominium Units in Completed Projects--		
Megaworld	Makati City	Owned
One Central	Makati City	Owned
Greenbelt Madisons	Makati City	Owned
Greenbelt Chancellor	Makati City	Owned
Greenbelt Parkplace	Makati City	Owned
Greenbelt Radisson	Makati City	Joint Venture
Greenbelt Excelsior	Makati City	Owned
Paseo Parkview Suites 1,2	Makati City	Owned
Two Central	McKinley Hill	Joint Venture
115 Upper McKinley	McKinley Hill	Joint Venture
McKinley Garden Villas	McKinley Hill	Joint Venture
The Woodridge 1,2	McKinley Hill	Joint Venture
Tuscany Private Estate	McKinley Hill	Owned
Stamford Executive Residences	McKinley Hill	Owned
Morgan Suites Executive Residences	McKinley Hill	Owned
The Venice Luxury Residences - Alessandro	McKinley Hill	Owned
The Venice Luxury Residences – Bellini	McKinley Hill	Owned
The Venice Luxury Residences – Carusso	McKinley Hill	Owned
The Venice Luxury Residences - Domenico	Fort Bonifacio	Joint Venture
The Bellagio 1,2,3	Fort Bonifacio	Joint Venture
Forbeswood Heights	Fort Bonifacio	Joint Venture
Forbeswook Parklane	Fort Bonifacio	Joint Venture
8 Forbestown Road	Cebu City	Owned
8 Newtown Boulevard	Newport City	Joint Venture
150 Newport Boulevard	Newport City	Joint Venture
The Parkside Villas	Newport City	Joint Venture
The Residential Resort at Newport	Newport City	Joint Venture
Palm Tree Villa -1 & 2	Eastwood City	Owned
Eastwood Le Grand 1 - 3	Eastwood City	Owned
Eastwood Parkview 1 & 2	Eastwood City	Owned
Grand Eastwood Palazzo	Eastwood City	Owned
One Central Park	Eastwood City	Owned
One Orchard Road	Eastwood City	Owned
The Eastwood Excelsior	Eastwood City	Owned
The Eastwood Lafayette 1,2,3	Eastwood City	Owned
One Lafayette Square	Eastwood City	Owned
Two Lafayette Square	Manila City	Owned
Marina Square Suites	San Juan City	Joint Venture
Greenhills Heights	Quezon City	Joint Venture
Manhattan Parkway	Quezon City	Joint Venture
Manhattan Heights Tower A	Quezon City	Joint Venture
Manhattan Parkview 1-3	Quezon City	Joint Venture
Manhattan Parkview Garden	Eastwood, Quezon City	Owned
Mckinley West Subdivision	McKinley West, Taguig City	Joint Venture
El Jardin Del Presidente 1,2	Quezon City	Owned
8 Wack Wack Road	Mandaluyong City	Owned
Wack Wack Heights	Mandaluyong City	Owned
Cityplace Binondo A&B	Manila City	Owned
One Beverly Place	San Juan	Joint Venture
Rental Properties - Megaworld <sup>(1)</sup>		

Description	Location	Owned/Limitations on Ownership
Paseo Center	Makati City	Owned
Greenbelt Parkplace Retail	Makati City	Owned
Greenbelt Radissons Retail	Makati City	Owned
The World Center	Makati City	Owned
California Garden Square Retail	Mandaluyong City	Owned
City Place Retail Mall	Manila City	Owned
Lucky Chinatown Mall	Manila City	Owned
Hotel Lucky Chinatown (Chinatown Belmont)	Manila City	Owned
One Beverly Place Retail	San Juan	Owned
Corinthian Hills Retail	Quezon City	Owned
Global One	Eastwood City	Owned
Techno Plaza 1	Eastwood City	Owned
Techno Plaza 2 Units	Eastwood City	Joint Venture
1800 Eastwood Avenue	Eastwood City	Owned
1880 Eastwood Avenue	Eastwood City	Owned
Cyber One Units	Eastwood City	Owned
IBM Plaza Units	Eastwood City	Owned
ICITE	Eastwood City	Owned
Eastwood City Walk 1 and 2	Eastwood City	Owned
Eastwood Mall	Eastwood City	Owned
Cyber Mall	Eastwood City	Owned
Eastwood Lafayette 3 Parking	Eastwood City	Owned
E-Commerce Plaza	Eastwood City	Owned
Commerce and Industry Plaza	McKinley Hill	Ground Lease
One Campus Place	McKinley Hill	Ground Lease
8 Campus Place	McKinley Hill	Ground Lease
8 Park Avenue	McKinley Hill	Owned
8 Upper McKinley Road	McKinley Hill	Owned
McKinley Hill (Phase 3) lots	McKinley Hill	Ground Lease
Science Hub	McKinley Hill	Ground Lease
The Venice Piazza	McKinley Hill	Ground Lease
Three World Square	McKinley Hill	Owned
Two World Square	McKinley Hill	Owned
One World Square	McKinley Hill	Owned
McKinley Hill Parking building	McKinley Hill	Owned
Venice Corporate Center	McKinley Hill	Owned
The Venice Canal Mall (Phase 2)	McKinley Hill	Owned
Woodridge Residences	McKinley Hill	Joint Venture
Tuscany Retail	McKinley Hill	Joint Venture
Burgos Circle	Fort Bonifacio, Taguig City	Joint Venture
Parklane Strip	Fort Bonifacio, Taguig City	Joint Venture
Uptown Parade	Uptown Bonifacio, Taguig City	Joint Venture
Uptown Mall	Uptown Bonifacio, Taguig City	Joint Venture
One World Center	Cebu	Owned
Two World Center	Cebu	Owned
Iloilo Richmonde Hotel	Iloilo Business Park, Iloilo City	Owned
One Global Center	Iloilo Business Park, Iloilo City	Owned
Mactan Alfreso	Mactan, Newtown, Cebu	Owned
Emperador Steel Parking Building	Fort Bonifacio, Taguig City	Ground Lease
Uptown Bonifacio Tower 1 & 2	Uptown Bonifacio, Taguig City	Joint Venture
<b>Hotels</b>		
Richmonde Hotel Ortigas <sup>(2)</sup>	Pasig City	Owned
Eastwood Richmode Hotel <sup>(2)</sup>	Quezon City	Owned
<b>Condotels under development</b>		
Belmont Luxury Hotel	Newport City	Joint Venture
Savoy Hotel	Newport City	Joint Venture
Savoy Hotel Mactan	Mactan Newtown, Cebu	Owned
Belmont Hotel Mactan	Mactan Newtown, Cebu	Owned

Description	Location	Owned/Limitations on Ownership
<b>Completed Projects – Empire East</b>		
Little Baguio Gardens	San Juan, Metro Manila	Owned
Laguna BeAir 1 and 2	Don Jose, Sta. Rosa, Laguna	Joint Venture
Governors Place	Mandaluyong City	Joint Venture
Gilmore Heights	Gilmore Ave. cor N.Domingo, Quezon City	Joint Venture
Kingswood Tower	Makati City	Joint Venture
San Francisco Gardens	Mandaluyong City	Joint Venture
Greenhills Garden Square	Santolan Road, Quezon City	Owned
Central Business Park	Manggahan, Pasig City	Owned
Xavier Hills	Quezon City	Joint Venture
California Garden Square	Libertad St., Mandaluyong City	Owned
Laguna BeAir 3	Biñan, Laguna	Owned
Laguna BeAir 4	Sta. Rosa City	Owned
<b>Ongoing Projects- Empire East</b>		
The Cambridge Village	Cainta, Rizal	Owned
Little Baguio Terraces	San Juan, Metro Manila	Joint Venture
Pioneer Woodlands	Mandaluyong City	Joint Venture
San Lorenzo Place	Makati City	Joint Venture
The Rochester	Pasig City	Owned
The Sonoma	Sta. Rosa City	Joint Venture
Kasara Urban Resort Residences	Eagle St., Pasig City	Owned
Southpoint Science Park	Gimalas, Balayan, Batangas	Owned
<b>Subdivisions, condominiums, condotels, townhouses and leisure development projects - GERI:</b>		
8 Sto. Domingo Place	Quezon City	Joint Venture
Caliraya Springs	Cavinti, Laguna	Joint Venture
Cathedral Heights	Quezon City	Joint Venture
Capitol Plaza	Quezon City	Co-development
Central Park Place	Mandaluyong City	Joint Venture
Fairways & Bluewaters	Boracay, Aklan	Owned
Forest Hills	Antipolo City	Joint Venture
Goldridge Estate	Guiguinto, Bulacan	Joint Venture
Holiday Homes	Gen. Trias, Cavite	Joint Venture
Magnificat Executive Village	Lipa, Batangas	Joint Venture
Mango Orchard Plantation	Naic, Cavite	Joint Venture
Manila Southwoods	Biñan, Laguna	Joint Venture
Monte Cielo De Naga	Naga City	Joint Venture
Monte Cielo De Penafancia	Naga City	Joint Venture
Mountain Meadows	Cagayan De Oro	Joint Venture
Newcoast Village	Malay, Aklan	Owned
Newcoast Shophouse	Malay, Aklan	Joint Venture
Newcoast Boutique Hotel	Malay, Aklan	Joint Venture
Newport Hills	Lian, Batangas	Joint Venture
Nasugbu Harbour Town	Nasugbu, Batangas	Joint Venture
Northpointe	Baguio City	Joint Venture
Pahara at Southwoods	GMA, Cavite	Joint Venture
Palacio Real	Calamba, Laguna	Joint Venture
Palmeridge Point	Talisay, Batangas	Joint Venture
Parco Bello	Muntinlupa City	Joint Venture

Description	Location	Owned/Limitations on Ownership
Alabang West	Las Piñas City	Joint Venture
Plaridel Heights	Plaridel, Bulacan	Joint Venture
Puerto Del Mar	Lucena City	Joint Venture
ResidencialLipa	Lipa, Batangas	Joint Venture
Renaissance 5000	Ortigas Ctr, Pasig City	Joint Venture
Riverina	San Pablo City	Joint Venture
Savoy Hotel Boracay	Malay, Aklan	Owned
Sherwood Hills	Carmona, Cavite	Joint Venture
Southwoods Business Park	Southwoods City, Biñan, Laguna	Owned
Southwoods Peak	Carmona, Cavite	Joint Venture
Sta. Barbara Heights	Sta. Barbara, Iloilo	Joint Venture
Domaine Le Jardin	Laurel, Batangas	Owned
Tierra Vista	Lipa, Batangas	Joint Venture
Windsor Heights	Tagaytay	Joint Venture
Vineyard Residences	Laurel, Batangas	Owned
Villa Maria	Fairways&Bluewater, Boracay	Owned
Villa Margarita	Fairways&Bluewater, Boracay	Owned
Villa Michaela	Fairways&Bluewater, Boracay	Owned
Villa Lucia	Fairways&Bluewater, Boracay	Owned
Villa Catalina	Fairways&Bluewater, Boracay	Owned
Villa Vittoria	Fairways&Bluewater, Boracay	Owned
Holland Park	Biñan, Laguna	Joint Venture
Oceanway Residences	Malay, Aklan	Owned
Hotels under Travellers		
Marriott Hotel <sup>(3)</sup>	Newport City	Owned
Maxims Hotel <sup>(3)</sup>	Newport City	Owned
Remington Hotel <sup>(3)</sup>	Newport City	Owned

Notes:

- (1) Lease terms and rental rates vary depending on the property and the lessee.  
(2) The Richmond Hotel Ortigas and Eastwood Richmond Hotel are operated by a subsidiary of Megaworld.  
(3) Marriott Hotel, Maxims Hotel, Remington Hotel are part of RWM.

In addition, there are various operating lease agreements for McDonald's restaurant sites, offices and other facilities. These non-cancelable lease agreements are for initial terms of 5-40 years and, in most cases, provide for rental escalations, additional rentals based on certain percentages of sales and renewal options for additional periods of 5-25 years.

While the Group has sufficient land for future development, it continuously seeks opportunities to acquire and develop land in prime locations through purchase, joint venture arrangements or otherwise.

### 3. LEGAL PROCEEDINGS

There are no material litigations or claims pending or, to the best knowledge of the Company, threatened against the Company or any of its subsidiaries or associates or any of their properties that would adversely affect the business or financial position of the Company or any of its subsidiaries or associates.



#### 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

There are no matters submitted to a vote of security holders during the fourth quarter of the fiscal year covered by this report.

### PART II - OPERATIONAL AND FINANCIAL INFORMATION

#### 5. MARKET PRICE AND DIVIDENDS ON COMMON EQUITY AND RELATED STOCKHOLDER MATTERS

##### a. Market Information

The Company's common shares are traded on the Philippine Stock Exchange under the symbol of AGI. The closing price of the said shares on April 5, 2016 is P16.60. The trading prices of the said shares for each quarter within the last two years and subsequent interim period are set forth below:

	2014				2015				2016
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
High	30.5	31.85	30.05	27.0	27.4	27.9	23.8	19.0	17.42
Low	25.3	27.90	23.40	20.8	22.5	21.5	15.1	15.1	12.60

(Source: PSE Research Dept.)

##### b. Shareholders

As of March 31, 2016, the Company had 1,294 stockholders, including nominees, holding 10,269,827,979 common shares and the Top Twenty Stockholders were as follows:

Rank	Stockholder	No. of Shares Held	Per Cent to Total
1	The Andresons Group, Inc.	4,028,823,194	39.230
2	PCD Nominee Corporation (Non-Filipino) *	3,242,421,835	31.572
3	PCD Nominee Corporation (Filipino)*	1,072,218,795	10.440
4	Altavision Resources, Inc.	451,574,334	4.397
5	Yorkshire Holdings, Inc.	255,773,508	2.491
6	Asiagroup Holdings, Inc.	220,004,000	2.142
7	Globaland Holdings, Inc.	220,004,000	2.142
8	Grand Bel Air Holdings, Inc.	220,004,000	2.142
9	Le Bristol Holdings, Inc.	216,100,000	2.104
10	California Orchard Growers Investments, Inc.	120,000,000	1.168
11	Eastwood Property Holdings, Inc.	112,600,000	1.096
12	Andrew L. Tan	63,684,078	0.620
13	Andresons Global, Inc.	30,088,596	0.293
14	Megaworld Cebu Properties, Inc. (formerly, Forbes Town Properties & Holdings, Inc.)	10,000,000	0.097
15	Kingson Uy Siok Sian	5,001,100	0.049
16	Lucio W. Yan &/or Clara Y. Yan	1,000,000	0.010
17	First Centro, Inc.	364,200	0.004
18	American Wire & Cable Co., Inc.	200,000	0.002
19	Ching Bun Teng	150,000	0.001
20	Ramon C. Garcia	100,000	0.001

Please refer to Item 11 on page 65 for stockholders holding 5% or more. \* PCD Nominee Corporations (Non-Filipino and Filipino) is comprised of several nominees and the participants with 5% or more are indicated in Security Ownership on page65.

**c. Dividends In The Two Most Recent Years And Subsequent Interim Period**

It is the Company's policy to periodically declare a portion of its unrestricted retained earnings as dividend either in the form of cash or stock. The declaration of dividends depends upon the Company's earnings, cash flow and financial condition, among other factors. The Company may declare dividends out of its unrestricted retained earnings only. Unrestricted retained earnings represent the net accumulated earnings of the Company, with its capital unimpaired which are not appropriated for any other purpose. The Company may pay dividends in cash, by the distribution of property, or by the issue of shares of stock. Cash dividends are subject to the approval by the Board of Directors. Stock dividends are subject to the approval by both the Board of Directors and at least two-thirds (2/3) of the outstanding capital stock of the stockholders at a stockholders' meeting called for such purpose. On August 23, 2013, AGI declared cash dividends of P0.38 per share, payable to all stockholders of record as of September 9, 2013. On August 26, 2014, the Company declared cash dividend of P0.38 per share, payable to all stockholders of record as of September 08, 2014, out of the unrestricted retained earnings of the Company as of 31 December 2013. On August 12, 2015, the Company declared cash dividend of P0.31 per share, payable to all stockholders of record as of September 1, 2015, out of the unrestricted retained earnings of the Company as of 31 December 2014.

**d. Recent Sales Or Issuance Of Unregistered Or Exempt Securities**

On December 19, 2011 and March 14, 2013, options to subscribe to common stock of the Company totaling 46.5 million and 59.1 million, respectively, were granted to key executives and senior officers, including the CEO and President, at an exercise price of P9.175 and P12.9997, respectively. The total number of outstanding options granted is 105.6 million options to subscribe to the same number of common shares. A total of 31.0 million options have vested as of December 31, 2014 and additional 19.7 million have vested in March 2014. No options have been exercised and no stocks have been issued as of to-date.

## 6. MANAGEMENT'S DISCUSSION AND ANALYSIS

### a. Key Performance Indicators

Presented below are the top five (5) key performance indicators of the Company and subsidiaries:

				Growth	
	2015	2014	2013	2015	2014
<i>In Million Pesos</i>					
<b>REVENUES</b>	<b>139,097</b>	<b>125,405</b>	<b>123,379</b>	<b>10.92%</b>	<b>1.64%</b>
Non-recurring Gain	188	525	3,669		
<b>Excl. Non-recurring Gain</b>	<b>138,909</b>	<b>124,880</b>	<b>119,710</b>	<b>11.23%</b>	<b>4.32%</b>
<b>NET PROFIT</b>	<b>21,686</b>	<b>21,110</b>	<b>23,055</b>	<b>2.73%</b>	<b>-8.44%</b>
Non-recurring Gain	68	215	3,653		
<b>Excl. Non-recurring Gain</b>	<b>21,618</b>	<b>20,895</b>	<b>19,402</b>	<b>3.46%</b>	<b>7.70%</b>
<b>NET PROFIT TO OWNERS OF AGI</b>	<b>13,965</b>	<b>13,246</b>	<b>17,218</b>	<b>5.43%</b>	<b>-23.07%</b>
Non-recurring Gain	29	215	3,653		
<b>Excl. Non-recurring Gain</b>	<b>13,936</b>	<b>13,031</b>	<b>13,565</b>	<b>6.94%</b>	<b>-3.94%</b>
Net profit rate	15.59%	16.83%	18.69%		
Recurring NP rate	15.56%	16.73%	16.21%		
NP Attributable to parent	10.04%	10.56%	13.96%		
Recurring NP attributable to parent	10.03%	10.43%	11.33%		
Return on investment/assets [NP/TA]	4.83%	5.15%	6.94%		
	<u>31-Dec-15</u>	<u>31-Dec-14</u>	<u>31-Dec-13</u>		
TOTAL ASSETS	448,725	409,619	332,400	9.55%	23%
CURRENT ASSETS	225,720	220,869	197,690	2.20%	11.72%
CURRENT LIABILITIES	89,733	92,541	50,585	-3.03%	82.94%
Current ratio	2.52x	2.39x	3.91x		
Quick ratio	1.40x	1.40x	2.62x		

\* Non-recurring gains in 2013 refer to the P764 million gain from acquisition of a realty corporation by MEG and the P2,905 million income realized by AGI from the offering of EMP shares, or P2,889 million net of P16 million stock transaction tax. In 2014, these refer to P520.2 million gain from acquisition and deconsolidation of subsidiaries of MEG and P4.6 million from acquisitions of GADC, with P310.0 million one-time expenses on acquisition by EMP. In 2015, there is P181 million gain on sale of investment in an associate of Megaworld, P3.7 million gain on acquisition of GADC subsidiary, P3.5 million gain on interest and P120 million one-time expenses on acquisition by EMP.

- Revenue growth – measures the percentage change in revenues over a designated period of time. Performance is measured both in terms of amount and volume, where applicable.
- Net profit growth – measures the percentage change in net profit over a designated period of time.
- Net profit rate– computed as percentage of net profit to revenues - measures the operating efficiency and success of maintaining satisfactory control of costs.
- Return on asset investment [or capital employed]– the ratio of net profit to total assets - measures the degree of efficiency in the use of resources to generate net income.
- Current ratio – computed as current assets divided by current liabilities – measures the ability of the business to meet its current obligations. To measure immediate liquidity, quick assets [cash,marketable securities, accounts receivables] is divided by current liabilities.

### b. Discussion And Analysis Of Operation

The following discussion and analysis must be read in conjunction with the submitted audited consolidated financial statements and the related notes thereto.

***b.1. Results Of Operations – By Subsidiary Groups***

	MEG	EMP	RWM	GADC	GERI	Others	TOTAL
<b>2015</b>							
<b>Revenues</b>	44,992	43,660	27,803	20,421		6,476	<b>143,352</b>
Intercompany/ Adjustment	-94	0	33	0		-4,193	
<b>Consolidated</b>	<b>44,898</b>	<b>43,660</b>	<b>27,836</b>	<b>20,421</b>		<b>2,283</b>	<b>139,098</b>
<i>% contribution</i>	<i>32%</i>	<i>31%</i>	<i>20%</i>	<i>15%</i>		<i>2%</i>	<i>100%</i>
<b>Costs and expenses</b>	31,133	35,210	23,736	19,295		2,936	<b>112,310</b>
Intercompany/ Adjustment	-22	0	0	0		-117	
<b>Consolidated</b>	<b>31,111</b>	<b>35,210</b>	<b>23,736</b>	<b>19,295</b>		<b>2,819</b>	<b>112,171</b>
<b>Net profit</b>	10,575	6,960	4,018	760		3,489	<b>25,802</b>
Intercompany/ Adjustment	-72	0	33	0		-4,077	
<b>Consolidated</b>	<b>10,503</b>	<b>6,960</b>	<b>4,051</b>	<b>760</b>		<b>-588</b>	<b>21,686</b>
<i>% contribution</i>	<i>48%</i>	<i>32%</i>	<i>19%</i>	<i>4%</i>		<i>-3.0%</i>	<i>100%</i>
<b>Net profit to owners</b>	<b>10,215</b>	<b>6,960</b>	<b>4,021</b>	<b>751</b>		<b>3,489</b>	<b>25,436</b>
Intercompany/ Adjustment	-3,417	-1,288	-2,206	-383		-4177	
<b>Consolidated</b>	<b>6,798</b>	<b>5,672</b>	<b>1,815</b>	<b>368</b>		<b>-688</b>	<b>13,965</b>
<i>% contribution</i>	<i>49%</i>	<i>40%</i>	<i>13%</i>	<i>3%</i>		<i>-5%</i>	<i>100%</i>
<b>2014</b>							
<b>Revenues</b>	53,029	31,951	31,713	18,748		11,154	<b>146,595</b>
Intercompany/ Adjustment	-12,213	0	-41	0		-8936	
<b>Consolidated</b>	<b>40,816</b>	<b>31,951</b>	<b>31,672</b>	<b>18,748</b>		<b>2,218</b>	<b>125,405</b>
<i>% contribution</i>	<i>33%</i>	<i>25%</i>	<i>25%</i>	<i>15%</i>		<i>2%</i>	<i>100%</i>
<b>Costs and expenses</b>	28,354	23,842	26,193	17,640		2,870	<b>98,899</b>
Intercompany/ Adjustment	-9	-18	-81	0		-22	
<b>Consolidated</b>	<b>28,345</b>	<b>23,824</b>	<b>26,112</b>	<b>17,640</b>		<b>2,848</b>	<b>98,769</b>
<b>Net profit</b>	21,555	6,204	5,445	798		8,168	<b>42,170</b>
Intercompany/ Adjustment	-12,204	18	40	0		-8914	
<b>Consolidated</b>	<b>9,351</b>	<b>6,222</b>	<b>5,485</b>	<b>798</b>		<b>-746</b>	<b>21,110</b>
<i>% contribution</i>	<i>44%</i>	<i>29%</i>	<i>26%</i>	<i>4%</i>		<i>-3%</i>	<i>100%</i>
<b>Net profit to owners</b>	<b>21,220</b>	<b>6,204</b>	<b>5,445</b>	<b>794</b>		<b>8,168</b>	<b>41,831</b>
Intercompany/ Adjustment	-15,279	-1,132	-2,849	-405		-8920	
<b>Consolidated</b>	<b>5,941</b>	<b>5,072</b>	<b>2,596</b>	<b>389</b>		<b>-752</b>	<b>13,246</b>
<i>% contribution</i>	<i>45%</i>	<i>38%</i>	<i>20%</i>	<i>3%</i>		<i>-6%</i>	<i>100%</i>
<b>2013</b>							
<b>Revenues</b>	35,355	29,865	32,913	15,977	1,759	15,972	<b>131,841</b>
Intercompany/ Adjustment	-237	0	0	0	0	-8225	
<b>Consolidated</b>	<b>35,118</b>	<b>29,865</b>	<b>32,913</b>	<b>15,977</b>	<b>1,759</b>	<b>7,747</b>	<b>123,379</b>
<i>% contribution</i>	<i>29%</i>	<i>24%</i>	<i>27%</i>	<i>13%</i>	<i>1%</i>	<i>6%</i>	<i>100%</i>
<b>Costs and expenses</b>	23,748	21,960	30,107	14,744	1,305	2,800	<b>94,664</b>
Intercompany/ Adjustment	412	-17	-33	0	-14	-45	
<b>Consolidated</b>	<b>24,160</b>	<b>21,943</b>	<b>30,074</b>	<b>14,744</b>	<b>1,291</b>	<b>2,755</b>	<b>94,967</b>
<b>Net profit</b>	9,035	5,831	2,740	788	341	13,083	<b>31,818</b>
Intercompany/ Adjustment	-649	18	33	0	14	-8179	
<b>Consolidated</b>	<b>8,386</b>	<b>5,849</b>	<b>2,773</b>	<b>788</b>	<b>355</b>	<b>4,904</b>	<b>23,055</b>
<i>% contribution</i>	<i>37%</i>	<i>25%</i>	<i>12%</i>	<i>4%</i>	<i>1%</i>	<i>21%</i>	<i>100%</i>
<b>Net profit to owners</b>	<b>8,971</b>	<b>5,831</b>	<b>2,740</b>	<b>789</b>	<b>321</b>	<b>13,083</b>	<b>31,414</b>
Intercompany/ Adjustment	-3,717	-558	-1,561	-402	-97	-8182	
<b>Consolidated</b>	<b>5,254</b>	<b>5,273</b>	<b>1,179</b>	<b>387</b>	<b>224</b>	<b>4,901</b>	<b>17,218</b>
<i>% contribution</i>	<i>31%</i>	<i>31%</i>	<i>7%</i>	<i>2%</i>	<i>1%</i>	<i>28%</i>	<i>100%</i>

Amounts are in million Pesos. Numbers may not add up due to rounding off. The above follows grouping of accounts at AGI consolidated level, so revenues may not tally the totals separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level.

GERI was deconsolidated in 2014 at AGI level as it now belongs and consolidated in MEG group

Year-on-year Change	MEG	EMP	RWM	GADC	GERI	Others	TOTAL
<b>2015</b>							
Revenues	10.00%	36.65%	-12.11%	8.92%		2.93%	10.92%
Costs and expenses	9.76%	47.79%	-9.10%	9.38%		-1.02%	13.57%
Net profit	12.32%	11.86%	-26.14%	-4.76%		-21.18%	2.73%
Net profit to owners	14.43%	11.83%	-30.08%	-5.40%		-8.51%	5.43%
<b>2014</b>							
Revenues	16.23%	6.98%	-3.77%	17.34%		-71.37%	1.64%
Costs and expenses	17.32%	8.57%	-13.17%	19.64%		3.38%	4.00%
Net profit	11.51%	6.38%	97.80%	1.27%		-115.21%	-8.44%
Net profit to owners	13.08%	-3.81%	120.19%	0.52%		-115.34%	-23.07%

Amounts are in million Pesos. Numbers may not add up due to rounding off. The above follows grouping of accounts at AGI consolidated level, so revenues may not tally the totals separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level.

GERI was deconsolidated in 2014 at AGI level as it now belongs and consolidated in MEG group.

These strong performances are reflected in the profit and loss accounts, as follows:

	2015	2014	2013	2015 vs 2014	2014 vs 2013
<b>REVENUES</b>					
Sale of goods	77,192	62,036	56,519	24.43%	9.76%
Consumer goods	44,465	32,529	29,588	36.69%	9.94%
Revenues from real estate (RE) sales	32,727	29,507	26,931	10.91%	9.57%
RE sales	27,262	24,607	22,159	10.79%	11.05%
Realized gross profit on RE sales	3,787	3,229	3,235	17.28%	-0.19%
Interest income on RE sales	1,678	1,671	1,537	0.42%	8.72%
Rendering of services	58,481	58,559	56,687	-0.13%	3.30%
Gaming	24,217	28,377	30,004	-14.66%	-5.42%
Sales by company-operated quick-service restaurant	18,475	16,921	14,554	9.18%	16.26%
Franchise revenues	1,864	1,495	1,256	24.68%	19.03%
Rental income	9,185	7,463	6,396	23.07%	16.68%
Other services	4,740	4,303	4,477	10.16%	-3.89%
Hotel operations	3,265	2,987	3,284	9.31%	-9.04%
Other services	1,475	1,316	1,193	12.08%	10.31%
Share in net profits of associates and joint ventures	268	123	0	117.89%	
Finance and other income	3,156	4,687	10,173	-32.66%	-53.93%
<b>TOTAL</b>	<b>139,098</b>	<b>125,405</b>	<b>123,379</b>	<b>10.92%</b>	<b>1.64%</b>
<b>COSTS AND EXPENSES</b>					
Cost of goods sold	50,443	40,131	37,597	25.70%	6.74%
Consumer goods sold	30,493	21,229	20,136	43.64%	5.43%
RE sales	15,435	14,364	13,015	7.46%	10.36%
Deferred gross profit on RE sales	4,515	4,538	4,446	-0.51%	2.07%
Cost of services	30,163	28,095	27,337	7.36%	2.77%
Gaming-license fees, promo allowances	11,362	11,543	12,545	-1.57%	-7.99%
Services	18,801	16,552	14,792	13.59%	11.90%
Other operating expenses	25,712	26,087	25,011	-1.44%	4.30%
Selling and marketing	11,075	12,644	13,163	-12.41%	-3.94%
General and administrative	14,637	13,443	11,848	8.88%	13.46%
Finance costs and other charges	5,852	4,456	5,022	31.33%	-11.27%
<b>TOTAL</b>	<b>112,171</b>	<b>98,769</b>	<b>94,967</b>	<b>13.57%</b>	<b>4.00%</b>

Amounts in million pesos; numbers may not add up due to rounding off. n/m-not meaningful.

## For the Year Ended December 31, 2015 vs. 2014

**The Group's** financial performance continues to be compelling in spite of the challenges faced by the gaming business. The Group ended the year with revenues growing 11.2% to P139 billion (net of P189 million non-recurring gain) from P125 billion (net of 525 billion non-recurring gain) a year ago, which resulted in net profit of P22 billion, up 3.5% from P21 billion a year ago, which further gave net profit to owners of P14 billion, up 6.9% from P13 billion a year ago. All businesses showed positive profitable results and contributions.

**Megaworld's** core net profit reached P10 billion (net of P181 million non-recurring gain), a 10.5% increase from its P9 billion (net of P12.2 billion non-recurring gain at its level) reported a year ago. Its strong roster of townships across Luzon, Visayas and Mindanao provided the impetus for the 9% growth in revenues excluding non-recurring gains. Revenues from leasing, residential sales and hotel operations climbed 23%, 11% and 10%, respectively, during the year. The Group launched five townships during the year, namely, The Upper East (34ha) and Northhill (53ha) in Bacolod City, Sta. Barbara Heights (173ha) in Iloilo, a prime property (35.6ha) in Pampanga and Westside City (31ha) in Parañaque City, or a total of about 330ha of land. Suntrust launched 2 residential projects: Fountain Grove (horizontal) in Bacolod and One Lake Shore Drive Towers 3 and 4 (vertical) in Davao while GERI launched Holland Park (4towers) in Southwoods City and commercial lots in Sta. Barbara Shophouse District. During the year, Megaworld completed 16 residential and 6 BPO office towers with retail components while GERI completed 2 for the 4 condominium clusters of Oceanway Residences in Boracay Newcoast, Phase 2 of Sta. Barbara Heights and the commercial building in Twin Lakes called Twin Lakes Shopping Village. ELI realized sales across all its high-rise and horizontal projects, with the bulk coming from San Lorenzo Place and SouthPoint Science Park. The group contributed 32% and 48% to AGI's consolidated revenues and net profit, respectively, in 2015.

**Emperador** hit P7 billion net profit and P44 billion revenues, up 12% and 37% year-on-year. These are inclusive of offshore operations, with full-year results of Scotch whisky business tucked in. The Scotch whisky business reported P16 billion revenues and P1 billion net profit for full year 2015 which represent 38% and 16% of respective consolidated totals. The share in net profit of Bodega Las Copas that was added to consolidated revenues and net profit amounted to P130 million in 2015 versus P40 million in 2014. Emperador now has a much bigger product portfolio of brandy and whisky that has greater global presence and which positions it to premiumization opportunities in the Philippine market. Emperador introduced the 'The Dalmore' line locally and relaunched 'Andy Player' during the year. The group contributed 31% and 32% to AGI's consolidated revenues and net profit, respectively in 2015.

**Travellers** focused on building a base in 2015, particularly in the Mass and Premium Mass segments and controlled its operating costs so it remained profitable even as revenues and net profit declined year-on-year. In 2015, revenues totaled P28 billion which turned in P4 billion net profit. While drops volumes contracted during the year, the win rates improved from last year. Travellers continues to expand its non-gaming facilities and offerings. Hotel occupancy remains strong with all 3 hotels registering average occupancy of above 86% for the entire year. With the Marriott Grand Ballroom now fully operational, the MICE market is a key differentiator. The group turned in 20% and 19% of AGI's consolidated revenues and net profit, respectively.

**GADC's** total revenues grew by 9% primarily due to the opening of 28 new restaurants (QSRs), reimagining of 28 (35 in 2014) existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (Chicken Fillet Ala King, Cheesy Eggdesal), Limited Time Offer Products (McGriddles, Shake Shake Fries, Twister Fries, Bacon Burgers, Dessert Campaigns, McRib, Chicken Muffin and Sweet Ham Special), and aggressive advertising/promotional campaigns to support Extra Value Meals (Chicken McDo Price Reduction, Coke Glass), Everyday McSavers (Float, Sundae

and Fries), McSaver Meals, Desserts and Breakfast. Average sales per restaurant increased by 4%, with 3% growth in sales per company-owned restaurant and 6% for sales per franchised restaurant. Business extensions provided a growth rate of 15%, with Drive-thru boosted total revenues by 11%. Value pricing strategy is adopted in order to drive more guest count and price adjustments are strategically implemented to mitigate the increase in cost of raw materials and to maintain the level of product quality. This is however outpaced by the increases in prices of imported raw materials and product mix shift and costs of utilities and crew labor. As a result, net profit contracted slightly 5% year-on-year. GADC's results accounted for 15% and 4% of AGI's consolidated revenues and net profit, respectively.

**Revenues** with or without the one-time items, thus, as a result of the foregoing, grew by 10.9% year-on-year. Sale of goods soared by 24.4% from 36.7% expansion in sale of consumer goods (distilled spirits, beverages and snacks) and 11% growth in real estate revenues. Rendering of services (gaming, hotels, restaurants, rentals), on the other hand, is at same level as last year with revenues from company-operated QSRs, franchised QSRs, rentals of office and retail spaces and hotel operations growing by 9.2%, 24.7%, 23.1% and 9.3%, respectively, which offset the 14.7% drop in gaming revenues at RWM.

**Costs and expenses** went up by 13.6% year-on-year. Costs of goods sold and services rendered expanded by 25.7% and 7.4%, respectively, as a result of revenue growth. Other operating expenses contracted by 1.4% due to lower advertising and promotions inspite of increases in salaries and employee benefits, utilities, rentals and commissions. These five accounts comprised 59.7% and 59.4% of other operating expenses in 2015 and 2014, respectively. The decrease in advertising and promotions is primarily attributed to the contraction in RWM's general marketing expenditures.

**Share in net profits of associates and joint ventures** more than doubled at 118.9% year-on-year due to take-up of share in net profit of associates and joint venture of MEG, EMP and GADC.

**Finance and other income** shrank 32.7% from a year ago because of one-time gains from acquisitions and divestments (P188 million in 2015 and P525 million in 2014) and reversal of liabilities (P6 million in 2015 and P121 million in 2014) in 2014 and lower interest income in 2015.

**Finance costs and other charges** increased by 31.3% due to foreign currency losses of Travellers and Megaworld from translation of their foreign-currency denominated bonds.

**Tax expense** totaled P5.2 billion, down 5.2% from P5.5 billion a year ago, primarily due to reductions in taxes of Travellers and Emperador inspite of increase in Megaworld and GADC.

**Net profit attributable to owners** grew by 5.4%, or 6.9% before non-recurring gains.

#### **For the Year Ended December 31, 2014 vs. 2013**

The year 2014 was a year of expansion and realignments for the Group, activities which have started in 2013. From these transactions, the Group realized P525 million and P3,669 million gains in revenues in 2014 and 2013, respectively, which correspondingly beefed up net profit by P215 million and P3,653 million in the said years. Without these non-recurring items, net profit climbed 7.7% to P20.9 billion from P19.4 billion a year ago as all subsidiary groups registered commanding results from their core businesses.

**Megaworld's** performance is driven by both real estate sales and rental income, as the group realized 11.0% and 17.1% respective growth in these accounts from a year ago. During the year, Megaworld brought into its fold new subsidiaries, which included GERI (it acquired from AGI), mostly because of the properties these companies own, and deconsolidated one which became an

associate. The Group launched five townships during the year, namely, Woodside City in Pasig City (12.3ha), Alabang West in Las Pinas City (62ha), Suntrust Ecotown in Cavite (350ha), Southwoods City in the boundaries of Cavite and Laguna (561ha) and Davao Park District in Davao City (11ha), or a total of about 1,000ha of land. The Group has completed 16 residential projects and 5 BPO office towers with retail components during the year. Gross leasable area at end-2014 totaled 621,000sqm and 240,000sqm for office and commercial spaces, respectively. The group ended the year with P9.4 billion net profit before one-time gains, up 13.6% from a year ago. The group turned in 32% and 44% of AGI's consolidated revenues and net profit, respectively.

**Emperador's** offshore expansion augmented its already formidable homegrown base. With the inclusion of two-month results from Whyte and Mackay and the share in net profit of Bodegas Las Copas, the group's revenues and net profit climbed 7.0% and 6.4%, respectively, with product sales growing by 10.0%. Brandy sales maintained its record-breaking volume from a year ago; its costs during the year improved by about 10.0% due to cost efficiencies attributed substantially to the good retrieval of recycled bottles. Meanwhile, about P310 million were expensed during the year in connection with the acquisition of Whyte and Mackay. Excluding these one-time expenses, net profit increased by 11.7%. Even with such expenditures tucked in, the group contributed 26% and 30% of AGI's consolidated revenues and net profit, respectively.

**Travellers** doubled its net profit to P5.5 billion on revenues of P31.7 billion and P26.2 billion costs and expenses. There were 296 gaming tables, 1,868 slot machines and 210 ETG machines deployed on the average. Travellers focused on growing core customer base, which resulted in 5.1% rise in drops volume for the mass segment and 7.4% contraction for the VIP segment. There was also deliberate move in holding less tournaments during the year. All hotels registered higher occupancy rates of 83%-91% as compared to 65%-81% a year ago but complimentary and promo rooms accounted for more than 50% of occupancy during the year as compared to less than 50% a year ago. While revenues declined, belt-tightening on costs and expenses gave good results. The group accounted for 25% and 26% of AGI's consolidated revenues and net profit, respectively.

**GADC's** total revenues grew by 17.3% primarily due to the opening of 53 (37 in 2013) new restaurants (QSRs), reimaging of 35 (36 in 2013) existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (BFF Mix Bundles, New Chicken McDo Plus Meals, Bacon Burgers), Limited Time Offer products (Shake Shake Fries, Twister Fries, Dessert Campaigns), product relaunch (Cheeseburger Deluxe and McSpicy Burgers) and aggressive advertising/promotional campaigns to support Everyday McSavers (Float, Sundae and Fries), McSaver Meals, Desserts and Breakfast. Average sales per restaurant increased by 3%, with 2% growth in sales per company-owned restaurant and 5% for sales per franchised restaurant. Business extensions provided the biggest growth rate of 19%, with Drive-thru boosting total revenues by 11%. Value pricing strategy is adopted in order to drive more guest count and price adjustments are strategically implemented to mitigate the increase in cost of raw materials and to maintain the level of product quality. This is however outpaced by the increases in prices of imported raw materials and product mix shift and costs of utilities and crew labor. As a result, net profit increased by 1.2% year-on-year. GADC's results accounted for 15% and 4% of AGI's consolidated revenues and net profit, respectively.

**Revenues** before the one-time gains, thus, as a result of the foregoing, grew by 4.3% year-on-year. With the one-time gains included, revenues went up by 1.6% from a year ago. Sale of goods increased by 9.8%, which is attributed to 9.9% and 11.0% growth in sale of consumer goods (distilled spirits, beverages and snacks) and real estate. Rendering of services (gaming, hotels, restaurants, rentals) expanded by 3.3%, which is attributed to 16.3%, 19.1% and 16.7% growths in revenues from company-operated QSRs, franchised QSRs and rentals of office and retail spaces which compensated for the 5.4% dip in gaming and other service revenues at RWM.



**Costs and expenses** went up by 4.0% year-on-year. Costs of goods sold and services rendered expanded by 6.7% and 2.8%, respectively, as a result of revenue growth. Other operating expenses increased by 4.3% due to increases in salaries and employee benefits, taxes and licenses, royalties, professional fees and outside services which were countered by a sharp decline in advertising and promotions. These five accounts comprised 60.3% and 61.4% of other operating expenses in 2014 and 2013, respectively. The increase in professional fees and outside services is attributed to the one-time expenses incurred in the acquisition of Whyte and Mackay while the decrease in advertising and promotions is attributed to the contraction in RWM's general marketing expenditures.

**Share in net profits of associates and joint ventures** rebounded year-on-year due to take-up of share in net profit of associates and joint venture of MEG, EMP and GADC.

**Finance and other income** included one-time gains of P525 million in 2014 and P3.7 billion in 2013, from acquisitions and divestments. In 2014, these consisted of P520 million that Megaworld gained from several acquisitions and one divestment plus the P4.6 million that GADC gained from two such acquisitions. In 2013, Megaworld gained P764 million on acquisition of a subsidiary while AGI realized P2.9 billion on divestment of its interest on EMP through a share offering. Interest income slipped due to lower interest rates and reduced cash positions. Also, foreign currency gains reported a year ago were not replicated this year. All these combined caused finance and other income to dip by 53.9% year-on-year.

**Finance costs and other charges** decreased by 11.0% due to reversal in unrealized fair values of mark-to-market financial assets this year, which was reported at a loss in 2013.

**Tax expense** totaled P5.5 billion from P5.4 billion, up 3.2% from a year ago as a result of higher taxable income tax for Megaworld which is offset by lower income taxes of EMP and GADC.

**Net profit attributable to owners** tumbled 23.1%, or 3.9% before non-recurring gains, because of the dilution in EMP by about 7% due to the entry of Arran, a new minority investor.

### **Financial Condition** **December 31, 2015 vs 2014**

**Total assets** amounted to P448.7 billion at end of 2015 from P409.6 billion at beginning of year, up 9.6% primarily due robust business across all business segments. The Group is strongly liquid with **current assets** exceeding **current liabilities** 2.5times. Current assets amounted to P225.7 billion while current liabilities amounted to P89.7 billion at end of the current year.

For most of the balance sheet accounts, there is a corresponding note found in the audited consolidated financial statements where details, breakdown or composition of the accounts are presented. Please refer to those notes accompanying the consolidated financial statements. In summary:

**Cash and cash equivalents** shrank by P13.5 billion or 16.4% to end at P68.6 billion from P82.1 billion at the beginning of the year, primarily due to the capital expenditures, business expansion activities and debt repayments during the current year. Cash flows from operating, financing and investing activities during the period were presented in the consolidated statements of cash flows.

**Financial assets at fair value through profit or loss** soared 85.5% or P3.7 billion due to additional investments during the year, which include adjustments for gains in fair values and currency translations at year-end.

**Current trade and other receivables** rose up P6.3 billion or 14.7% primarily due to Megaworld group's robust sales, UK sales, and additional advances paid by Megaworld and Travellers to their suppliers and contractors in connection with the ongoing expansion works. **Noncurrent trade and other receivables** went up by P3.9 billion or 13.5% due to higher real estate sales.

**Inventories** increased by P4.9 billion or 6.7% due primarily to additional real estate lots, condominium units and resort shares completed and put up for sale, increase in Scotch whisky work-in-process, and other materials.

**Property development costs** went up by P2.5 billion or 19.9%, reflecting the costs incurred in ongoing real estate projects.

**Available-for-sale financial assets** dipped by P3.8 billion or 63.4% from asset disposals to get fresh funds for financing purposes and marked-to-market changes in values. Marketable securities at Megaworld level depreciated in market values. The loss to adjust carrying values to market prices is shown under Equity portion of the statement of financial position.

**Land for future development** increased by 37.1% or P4.9 billion primarily from acquisitions and contribution of a new MEG subsidiary.

**Investments in and advances to associates and other related parties** expanded by P2.5 billion or 30.8% due to ELI's acquisition of an associate, Travellers' joint venture in a newly-incorporated entity, and an increase in advances to other related parties.

**Property, plant and equipment** increased by P12.0 billion or 22.2% with the ongoing constructions at Phase 2 (expansion of Marriott Hotel and Marriott West Wing) and Phase 3 (extension of Maxims Hotel, new Hilton Manila Hotel and new Sheraton Manila Hotel) at RWM, a new local distillery plant for Emperador, hotels brands under Megaworld, and McDonald's stores; plus the ongoing upgrade of IT system in Scotland. Marriott Grand Ballroom which is part of Phase 2 formally opened in July 2015. Marriott West Wing is scheduled for turnover by end of second quarter of 2016. Phase 3, which shall also include a new gaming area, additional retail space and six-level basement parking decks, is scheduled to be turned over by end of 2017.

**Investment property** expanded by P10.4 billion or 27.6% from completion of properties for lease of Megaworld group. In 2015, Megaworld completed 6 BPO office towers with retail components in Uptown Bonifacio, Mactan Newtown, McKinley West and Iloilo Business Park and GERI completed Twin Lakes Shopping Village.

**Other current assets** escalated 16.6% or P938 million due to increase in input vat and advances to suppliers of Megaworld group. **Other non-current assets** soared by 90.1% or P4.7 billion due to the P1.5 billion additional advances for future investment made by Travellers and the P2.8 billion deposit made by Emperador for the acquisition of the brandy and sherry business from Beam Suntory. Refundable deposits and accumulated jackpot seed money also increased from a year ago.

**Trade and other payables** went up by 3.37% or P1.3 billion as trade payables, accrued expenses, retentions, gaming license fees, and liabilities for land acquisition increase. This is due to the aggressive real estate development, construction works and timing of accruals at yearend.

**Current interest-bearing loans** increased by 7.7% or P2.0 billion while **non-current interest-bearing loans** surged by 261.6% or P21.0 billion, for a total increase of P23.7 billion which is attributed to new long-term loans obtained by Megaworld, GERI and ELI to finance their project development and expansion activities. While Emperador fully settled all its existing loans in the

first half of the year, it incurred new short-term foreign loans primarily to finance its offshore expansion in the later part of the year

**Income tax payable** decreased by 31.3% or P287 million due to lower unpaid taxes at the end of the year by EMP, GADC, MEG and Travellers.

**Current bonds payable** decreased by P5 billion from the full redemption of Megaworld bonds upon maturity in May 2015. **Non-current bonds payable** increased by P3.0 billion or 5.9% due to weaker peso translations of long-term USdollar-denominated bonds of Megaworld (\$450 million), Travellers (\$300 million) and AGC (\$500 million).

**Advances from related parties** rose up by 65.1% or P588 million which is attributed to advances obtained by Megaworld group.

**Retirement benefit obligation** went down 31.8% or P870 million which is attributed to the reductions for the plans of Megaworld and Emperador, which include the balance in Whyte and Mackay.

**Deferred tax liabilities** increased by 13.0% or P1.3 billion due to tax differences in Megaworld group arising primarily from their uncollected gross profit and capitalized interest.

**Other non-current liabilities** grew by 12.5% or P3.0 billion from increases in reserve for property development, deferred income on real estate sales and deferred rental income, which are reflective of aggressive real estate development and pre-selling activities. The reserve pertains to costs to complete the development of various projects while the deferred income represents unearned revenue.

The changes in **equity components** are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased by P10.6 billion or 8.4% which is attributed to net profit for the year and other comprehensive income.

### December 31, 2014 vs 2013

**Total assets** amounted to P409.6 billion at end of the 2014 from P332.4 billion at beginning of year, up 23.2% primarily due to the assets consolidated from newly-acquired subsidiaries of Megaworld, Emperador and GADC. The Group is strongly liquid with **current assets** exceeding **current liabilities** 2.4times. Current assets amounted to P220.9 billion while current liabilities amounted to P92.5 billion at end of the current year.

For most of the balance sheet accounts, there is a corresponding note found in the audited consolidated financial statements where details, breakdown or composition of the accounts are presented. Please refer to those notes accompanying the consolidated financial statements. In summary:

**Cash and cash equivalents** dipped by P12.9 billion or 13.6% to end at P82.1 billion from P95.0 billion at the beginning of the year, primarily due to the business expansions and developments activities during the current year. Travellers made loan payments and development advances while Megaworld, Emperador and GADC had capital expenditures and business expansion activities. While Emperador's offshore expansion required huge cash outlay, such was partially replaced by the fresh investment put in by Arran in December. Cash flows from operating, financing and investing activities during the period were presented in the consolidated statements of cash flows.

**Financial assets at fair value through profit or loss** were reduced by 41.0% or P3.0 billion due to disposal of investments in marketable securities to fund expansion activities.

**Current trade and other receivables** rose up P12.6 billion or 42% primarily due to higher real estate sales, customer receivables in the UK subsidiary, and the additional advances paid by Megaworld, Travellers and Emperador to their suppliers and contractors in connection with the ongoing expansion works. **Noncurrent trade and other receivables** went up by P4.3 billion or 17.5% due to higher real estate reservations/sales booked during the year.

**Inventories** swelled by P24.6 billion or 50% due primarily to additional real estate lots, condominium units and resort shares completed and put up for sale, and the whisky inventories of cased stock, maturing stock and other materials.

**Available-for-sale financial assets** were up by P1.2 billion or 25.5% from marketable securities acquired at Megaworld level. These are carried at market values and the gain on the appreciation in market prices is shown under Equity portion of the statement of financial position.

**Investments in and advances to associates and other related parties** surged by P3.1 billion or 60.0% due primarily to the acquisition of 50% equity in an Spanish joint venture by Emperador and the divestment of share in an associate by GERI while advances dropped by about 11.0% year-on-year.

**Property, plant and equipment** enlarged by P12.6 billion or 30.1% due to construction works at RWM and Emperador, capital expenditures at GADC, and properties of newly consolidated subsidiaries. Construction works at RWM which doubled from a year ago were for Phase 2 (expansion of Marriott Hotel and Marriott West Wing) and Phase 3 (extension of Maxims Hotel, new Hilton Hotel and Sheraton Hotel Manila) of RWM project. Added to the property portfolio are the five distillery plants in Scotland, vineyard land in Spain, and new distillery plant in progress in Batangas.

**Investment property** went up by P10.4 billion or 38.3% from completed constructions of leasable property and equipment of Megaworld group.

**Intangible assets** swelled 169.2% or P18.7 billion from trademarks, distribution rights and goodwill brought about by the acquisition of Whyte and Mackay.

**Land for future development** increased by 5.5% or P688 million due to land acquired during the year for real estate business.

**Deferred tax assets** were up 6.5% or P47million and **deferred tax liabilities** up 41.6% or P3.0 billion, due to timing differences at MEG, EMP, Travellers, FCI and GADC. A substantial portion of these liabilities were attributable to the UK group.

**Other current assets** escalated 34.2% or P1.4 billion due to prepayments (such as insurance, taxes, rentals, advertising, benefits, among others), input vat and deposits. **Other non-current assets** leaped 135.8% or P3.0 billion due to advances for future investment made by Travellers to PAGCOR, which included P0.6 billion upfront cash. Refundable deposits and deferred input vat increased as well from a year ago.

**Trade and other payables** went up by 51.6% or P12.8 billion as trade payables, accrued expenses, retentions, gaming license fees, withholding taxes and output vat payables increase. This is due to the aggressive real estate development, construction works at Travellers, and advances obtained and unpaid at yearend.

**Current interest-bearing loans** surged 602.4% or P22.9 billion while **non-current interest-bearing loans** decreased by 12.9% or P1.2 billion, for a net increase of P21.7 billion which is attributed to loans obtained during the year by Emperador, Megaworld and GADC for their acquisition and expansion activities. On the other hand, Travellers made loan settlements such that it has no more currently maturing loan payable while AGI pre-terminated its loan payable.

**Income tax payable** increased by 17.6% or P137 million due to higher taxable profit in the fourth quarter for MEG, EMP and GADC.

**Advances from related parties** rose up by 155.1% or P549 million which is attributed to advances obtained by Megaworld group.

**Retirement benefit obligation** climbed 91.6% or P1.3 billion which is attributed significantly to the additional incurrences for the plans of Megaworld and Emperador, which include the balance in Whyte and Mackay, which was consolidated at year-end.

**Other current liabilities** went up by 5.4% or P1.1 billion and **other non-current liabilities** rose 60.0% or P9.0 billion from increases in reserve for property development, customers' deposits, deferred income on real estate sales which are reflective of aggressive real estate development and pre-selling activities, and equity-linked debt securities which EMP issued to Arran for its debt investment in EMP. The reserve pertains to costs to complete the development of various projects while the deferred income represents unearned revenue.

The changes in **equity components** are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased by P18.8 billion or 17.5% from net profit for the year and dilution gain on acquisitions of new or additional shares in subsidiaries. The equity attributable to non-controlling interest increased by P8.5 billion or 10.2% from net profit and minority in new subsidiaries.

## *b.2. Liquidity and Capital Resources*

The consolidated balance sheets showed strong financial position and liquidity with current assets exceeding current liabilities 2.5times and 2.4times at end of 2015 and 2014, respectively. Total-liabilities-to-equity ratios were at 0.9:1, 0.7:1, and 0.9:1 at the end of 2014, 2013 and 2012, respectively, while interest-bearing-debt-to-controlling-equity ratios were correspondingly at 0.76:1, 0.65:1, and 0.76:1.

The Group expects to meet its working capital and investment requirements for the ensuing year primarily from available funds, in addition to cash flows from operations. It may also from time to time seek other sources of funding, if necessary, which may include debt or equity financing, depending on its financing needs and market conditions.

<i>Amounts in Million Pesos</i>	<u>December 31, 2015</u>	<u>December 31, 2014</u>	<u>December 31, 2013</u>
Cash and equivalents	68,594	82,059	94,977
Interest-bearing debt –current	28,705	31,661	3,796
Interest-bearing debt –non-current*	89,050	64,980	65,708
Net cash (debt)	(49,161)	(14,582)	25,473
Cash and cash equivalents to interest-bearing debt	58%	85%	137%
Interest-bearing debt to total equity	51%	44%	36%

\*Include Equity-linked debt securities which is presented under Other non-current liabilities.

### ***b.3. Prospects for the future***

AGI has a proven track record of creating value over time and is confident in its ability to deliver sustainable profitable growth and value for its stakeholders. AGI remains vigilant on delivering its business goals and intends to continue to adopt prudent measures to ensure financial sustainability. It is always on the lookout for new opportunities that will enhance the overall profitability of the group while maintaining established markets.

Emperador is looking into an exciting future with its much bigger product portfolio of brandy and whisky that have greater global reach. The group is best positioned to capitalize on premiumization opportunities. The completion of the purchase of the brandy and sherry business in Spain in February 2016 marks the birth of the world's biggest brandy company, and a new era begins not only for Emperador and Fundador but for whole brandy and sherry industry in Spain.

Megaworld has a strong roster of townships nationwide that are backed by adequate landbanking and carefully-thought masterplans. Its rental business had been growing exponentially and it targets P11 billion by the end of 2016.

Travellers sees a lot of potential for further growth as it continues to expand its non-gaming facilities and offerings. Now with the Marriott Grand Ballroom fully operational, the MICE market becomes a key differentiator.

GADC targets to open its 500<sup>th</sup> store midyear 2016, looking for more innovations to delight customers.

In 2016, all the business segments are expected to sustain their growth trajectory.

### ***b.4. Others***

There are no other known material events subsequent to the end of the year that would have a material impact on the current year.

There are no other known trends or demands, commitments, events or uncertainties that will result in or that are reasonably likely to result in the Group's liquidity increasing or decreasing in any material way. The Group does not have nor anticipate having any cash flow or liquidity problems within the next twelve months. AGI and its subsidiaries are not in default or breach of any note, loan, lease or other indebtedness or financing arrangement requiring it to make payments.

There are no other known events that will trigger direct or contingent financial obligation that is currently considered material to the Group, including any default or acceleration of an obligation.

There are no other material off-balance sheet transactions, arrangements, obligations, and other relationships with unconsolidated entities or other persons created during the reporting period.

There are no other known trends, events or uncertainties that have had or that are reasonably expected to have a material favorable or unfavorable impact on net sales or revenues or income from continuing operations. There are also no known events that will cause material change in the relationship between costs and revenues.

There are no other significant elements of income or loss that did not arise from continuing operations.

There were no other material issuances, repurchases or repayments of debt and equity securities.

The business has no seasonal aspects that had a material effect on the financial condition and results of operations of the Group.

## **7. FINANCIAL STATEMENTS**

The audited consolidated financial statements, together with Statement of Management's Responsibility and Auditors' Report, and supplementary schedules are attached and filed herewith.

The consolidated financial statements have been prepared in compliance with the Philippine Financial Reporting Standards (PFRS), on the historical cost basis except for the measurement of certain financial assets and liabilities. The preparation of the consolidated financial statements in compliance with PFRS requires management to make judgments, estimates and assumptions that affect the amounts reported in the financial statements and related notes. The estimation and judgments are based upon management's evaluation of relevant facts and circumstances of the financial statements. Actual results may ultimately vary from those estimates.

The consolidated financial statements are presented in Philippine pesos, the Group's functional currency, and all values represent absolute amounts except when otherwise indicated.

## **8. INFORMATION ON INDEPENDENT ACCOUNTANT AND OTHER RELATED MATERS**

### **a. External Audit Fees And Services**

#### ***a.1. Audit and audit-related services***

Punongbayan&Araullo ("P&A") has been appointed as the principal accountant since 2003. In compliance with SEC Rule 68 paragraph 3 (b) (iv) (Rotation of External Auditors), and as adopted by the Company, external auditors or engagement partners are rotated or changed every five years. For 2015 and 2014, the lead engagement partner is Ms. Mailene S. Bisnar.

The fees, excluding out-of-pocket expenses and vat, for each of the last two fiscal years totaled P2,190,000 and P2,040,000 for the audit of 2015 and 2014 annual financial statements or services that are normally provided in connection with statutory and regulatory filings or engagements.

#### ***a.2. Tax fees and all other fees***

There were no separate tax fees billed and no other products and services provided by P&A to AGI for the last two fiscal years.

#### ***a.3. Audit Committee's approval***

All the above services have been approved by the Audit Committee through the internal policies and procedures of approval. The Committee is composed of Alejo L. Villanueva as Chairman and Sergio R. Ortiz-Luis, Jr. and Andrew L. Tan as members.

### **b. Changes In And Disagreements With Accountants On Accounting And Financial Disclosure**

P&A, as principal auditors, issued an unqualified opinion on the consolidated financial statements. As such, there had been no disagreements with them on any accounting principles or practices, financial disclosures, and auditing scope or procedure.

## PART III - CONTROL AND COMPENSATION INFORMATION

### 9. DIRECTORS AND EXECUTIVE OFFICERS

#### a. Directors And Executive Officers

Directors are elected annually by the stockholders to serve until the election and qualification of their successors. Two independent directors, Messrs. Sergio Ortiz-Luis, Jr. and Alejo Villanueva, Jr., were elected in the last annual stockholders' meeting on September 15, 2015.

The table below sets forth each member of the Company's Board as of March 31, 2016:

Name	Age	Citizenship	Position
Andrew L. Tan	66	Filipino	Chairman
Sergio R. Ortiz-Luis, Jr.	72	Filipino	Independent Director/Vice Chair
Kingson U. Sian	54	Filipino	Director
Winston S. Co	58	Filipino	Director
Katherine L. Tan	64	Filipino	Director
Kevin Andrew L. Tan	36	Filipino	Director
Alejo L. Villanueva, Jr.	74	Filipino	Independent Director

The table below sets forth the Company's executive officers as of March 31, 2015:

Name	Age	Citizenship	Position
Kingson U. Sian	54	Filipino	President
Katherine L. Tan	64	Filipino	Treasurer
Dina D.R. Inting	56	Filipino	Chief Financial Officer
Dominic V. Isberto	41	Filipino	Corporate Secretary
Rolando D. Siatela	54	Filipino	Assistant Corporate Secretary

#### Andrew L. Tan Chairman of the Board

Mr. Tan has served as Chairman of the Board since September 2006 and as Vice-Chairman of the Board from August 2003 to September 2006. He holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/ Years
Emperador Inc.	Chairman	Aug 2013	May 2015	1
Megaworld Corporation	Chairman & President	Aug 1989	June 2015	26
Travellers International Hotel Group, Inc.	Director	July 2008	June 2015	7
Global-Estate Resorts, Inc. (subsidiary of Megaworld)	Chairman	January 2011	June 2015	4
Empire East Land Holdings, Inc. (subsidiary of Megaworld)	Chairman	July 1994	June 2015	21



Mr. Tan is concurrently the Chairman of the Board and President of Megaworld Land, Inc., Richmond Hotel Group International Limited, and Yorkshire Holdings, Inc. He is also chairman of Emperador Distillers, Inc., Alliance Global Brands, Inc., Consolidated Distillers of the Far East, Inc., Eastwood Cyber One Corporation, Megaworld Central Properties, Inc., Megaworld Foundation, Inc., Townsquare Development Inc., and Adams Properties, Inc. He also serves as Vice-Chairman and Treasurer of Golden Arches Development Corporation; Golden Arches Realty Corporation. He sits in the boards of Andresons Global, Inc. and Twin Lakes Corporation. He pioneered the live-work-play-learn model in the real estate development through the Megaworld Corporation's integrated township communities, fueling the growth of the business process outsourcing ("BPO") industry, food and beverage, and quick service restaurants industries. Mr. Tan graduated Magna Cum Laude from the University of the East with a degree of Bachelor of Science in Business Administration.

**Sergio R. Ortiz-Luis, Jr.**  
**Independent Director/Vice-Chairman**

Mr. Ortiz-Luis has served as Independent Director and Vice-Chairman of the Board since September 2007. He is the President of the Philippine Exporters Confederation, Inc. (PHILEXPORT) and Honorary Chairman and Treasurer of the Philippine Chamber of Commerce & Industry. He is also Honorary Chairman of Integrated Concepts & Solutions, Inc. and Vice Chairman of Export Development Council. He is a Director of Waterfront Philippines, Inc., Philippine Estate Corporation, B.A. Securities, Manila Exposition Complex, Inc., Calapan Ventures, Inc. and Jollville Holdings Corporation. He is also an Independent Director of Forum Pacific, Inc.

**Kingson U. Sian**  
**Director and President**

Mr. Sian has served as Director and President since February 20, 2007. He holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Emperador Inc.	Director	Aug 2013	May 2015	2
Megaworld Corporation	Director/Executive Director	Apr 2007	June 2015	8
Travellers International Hotel Group, Inc.	Director and President	June 2008	June 2015	6
	Chief Executive Officer	Oct 2014	June 2015	1

He is the Chairman & President of Asia Finest Hotels & Resorts, Inc., Megaworld Resort Estates, Inc., Prestige Hotels & Resorts, Inc., and Manila Bayshore Property Holdings, Inc. He is Director/President of Adams Properties, Inc., Eastwood Cyber One Corporation, Eastwood Locator's Assistance Center, Inc., and Forbestown Properties Holdings, Inc.. He is also a Director of Asia E-Commerce, Inc., Citywalk Building Administration, Inc., Eastwood Corporate Plaza Building Administration, Inc., Eastwood City Estates Association, Inc., Forbes Town Commercial Center Administration, Inc., ICITE Building Administration, Inc., Paseo Center Building Administration, Inc., Techno Plaza One Building Administration, Inc., and World Café, Inc. He is the Senior Vice President & Chief Executive Officer of Megaworld Land, Inc. Mr. Sian graduated from the University of the Philippines with the degree of Bachelor of Science in Business Economics. He obtained his Masteral Degree in Business Administration for Finance and Business Policy from the University of Chicago.

**Katherine L. Tan**  
**Director and Treasurer**

Ms. Tan has served as Director and Treasurer since February 2007. She holds positions in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/Years
Emperador Inc.	Director and Treasurer	Aug 2013	May 2015	2
Megaworld Corporation	Director	Aug 1989	June 2014	26
	Treasurer	Aug 1989	June 1995	6

She is the Chairman and President of Andresons Global, Inc. and Choice Gourmet Banquet, Inc. She is also Director/President of Consolidated Distillers of the Far East, Inc., Raffles and Company, Inc., and The Andresons Group, Inc. She is the Director/Treasurer of Alliance Global Brands, Inc., Emperador Brandy, Inc., Emperador Distillers, Inc., and Yorkshire Holdings, Inc. She is also Director of Emperador International Limited, Kenrich Corporation, McKesterPik-Nik International Limited, Megaworld Cayman Islands, Inc., Venezia Universal Limited, and The Bar Beverage, Inc. She is the Treasurer of Newtown Land Partners, Inc. Ms. Tan graduated from St. Scholastica's College with a degree in Nutrition.

**Winston S. Co  
Director**

Mr. Co has served as Director of Alliance Global Group, Inc. since 1998 where he previously was Vice Chairman of the Board from November 1999 to August 2003 and Chairman from June 1998 to October 1999. He holds position in the following other listed company:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/ Years
Emperador Inc.	President and CEO	Aug 2013	May 2015	2

He is the Chairman and President of New Town Land Partners, Inc., Chairman of Anglo Watsons Glass, Inc. and Director/President of Emperador Distillers, Inc. He sits in the boards of Alliance Global Brands, Inc., Forbes Town Properties & Holdings, Inc., McKester Pik-Nik International Limited, Raffles & Company, Incorporated, and The Bar Beverage, Inc. He is also Senior Vice President of The Andresons Group, Inc. Mr. Co is a Magna Cum Laude graduate of Jose Rizal College with a Bachelor of Science in Commerce.

**Kevin Andrew L. Tan  
Director**

Mr. Tan has served as Director since April 20, 2012. He holds position in the following other listed company:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Term/
Empire East Land Holdings, Inc.	Director	June 2015	June 2015	1

He is concurrently a Director of Emperador Distillers, Inc., Alliance Global Brands, Inc., Anglo Watsons Glass, Inc., Yorkshire Holdings, Inc., The Bar Beverage, Inc., Emperador Brandy, Inc., and New Town Land Partners, Inc. He has over 11 years of experience in retail leasing, marketing and operations. He currently heads the Commercial Division of Megaworld Corporation, which markets and operates the Megaworld Lifestyle Malls, including Eastwood Mall and The Clubhouse at Corinthian Hills in Quezon City, Venice Piazza at McKinley Hill and Burgos Circle at Forbestown Center, both in Fort Bonifacio, California Garden Square in Mandaluyong City, Newport Mall at Resorts World Manila in Pasay City, and Lucky Chinatown Mall in Binondo, Manila. Mr. Tan holds a Bachelor of Science Business Administration degree, major in Management, from the University of Asia and the Pacific.

**Alejo L. Villanueva, Jr.**  
**Independent Director**

Mr. Villanueva has served as Independent Director since August 2001. He holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Emperador Inc.	Independent Director	Aug 2013	May 2015	2
Empire East Land Holdings, Inc.	Independent Director	June 2007	June 2015	8
Suntrust Home Developers, Inc.	Independent Director	Oct 2012	Oct 2015	3

He is the Chairman of Ruru Courier Systems, Inc. and Vice Chairman of Public Relations Counsellors Foundation of the Philippines, Inc. He is Director of First Capital Condominium Corporation, a non-stock non-profit corporation. He is a professional consultant who has more than twenty years of experience in the fields of training and development, public relations, community relations, institutional communication, and policy advocacy, among others. He has done consulting work with the Office of the Vice President, the Office of the Senate President, the Commission on Appointments, the Securities and Exchange Commission, the Home Development Mutual Fund, the Home Insurance Guaranty Corporation, Department of Agriculture, Philippine National Railways, International Rice Research Institute, Rustan's Supermarkets, Louis Berger International (USAID-funded projects on Mindanao growth), World Bank (Subic Conversion Program), Ernst & Young (an agricultural productivity project), Chemonics (an agribusiness project of USAID), Price Waterhouse (BOT program, a USAID project), Andersen Consulting (Mindanao 2000, a USAID project), Renardet S.A. (a project on the Privatization of MWSS, with World Bank funding support), Western Mining Corporation, Phelps Dodge Exploration, and Marubeni Corporation. Mr. Villanueva obtained his bachelor's degree in Philosophy from San Beda College, summa cum laude. He has a master's degree in Philosophy from the University of Hawaii under an East-West Center Fellowship. He also took up special studies in the Humanities at Harvard University. He studied Organizational Behavior at INSEAD in Fontainebleau, France. He taught at the Ateneo Graduate School of Business, the UST Graduate School, and the Asian Institute of Journalism.

**Dina D.R. Inting**  
**Chief Financial Officer**

Ms. Inting has served as First Vice President for Finance since January 1996 and at present its Compliance Officer and Corporate Information Officer. She holds position in the following other listed company:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Emperador Inc.	Chief Financial Officer, Compliance Officer and Corporate Information Officer	Aug 2013	May 2015	2

She is currently director of Progreen Agricornp, Inc. She gained an extensive experience in the fields of audit, comptrollership, treasury, finance, branch operations and personnel management from her previous employments. She is a Cum Laude graduate of Bachelor of Science in Commerce major in Accounting, Honors Program, at the Philippine College of Commerce (Polytechnic University of the Philippines), holds a certificate in Organizational Development from the Ateneo de Manila University, and is a Certified Public Accountant.

**Dominic V. Isberto**  
**Corporate Secretary**

Mr. Isberto has served as the Corporate Secretary since September 14, 2007. He holds position in the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Global-Estate Resorts, Inc.	Corporate Secretary and Assistant Corporate Information Officer	Jan 2011	June 2015	4
Emperador Inc.	Corporate Secretary	Aug 2013	May 2015	2

He is also the Corporate Secretary of Twin Lakes Corporation, Eastwood City Estates Association, Inc., Suntrust Properties, Inc. and Fil-Estate Properties, Inc. He also serves as Assistant Corporate Secretary of Adams Properties, Inc. Mr. Isberto has experience in litigation and banking and corporate law. He has a degree in Management Engineering from the Ateneo de Manila University and obtained his Bachelor of Laws degree from the University of the Philippines.

**Rolando D. Siatela**  
**Assistant Corporate Secretary**

Mr. Siatela has served as Assistant Corporate Secretary since August 30, 2002. He holds position on the following other listed companies:

Listed Company	Position	Date First Elected	Date Last Elected	No. of Terms/ Years
Suntrust Home Developers, Inc.	Corporate Secretary and Corporate Information Officer	May 2006	Oct 2015	9
Megaworld Corporation	Assistant Corporate Secretary	Oct 2006	June 2015	9
Global-Estate Resorts, Inc.	Assistant Corporate Secretary	Jan 2011	June 2015	4
Emperador Inc.	Assistant Corporate Secretary	Aug 2013	May 2015	2

He is a Director of Asia Finest Cuisine, Inc. He is the Corporate Secretary of ERA Real Estate Exchange, Inc., ERA Real Estate, Inc., and Oceanic Realty Group International, Inc.. He concurrently

serves as Asst. Corporate Secretary of Suntrust Properties, Inc. He was employed as Administrative and Personnel Officer with Batarasa Consolidated, Inc. and served as Assistant Corporate Secretary and Chief Administrative Officer of The Andresons Group, Inc.

**b. Significant Employees**

The Company does not have employees who are not executive officers but expected to make significant contribution to the business.

**c. Family Relationships**

Chairman/CEO Andrew L. Tan is married to Treasurer/Director Katherine L. Tan and Director Kevin Andrew L. Tan is their son. Another son, Kendrick Andrew L. Tan is the Corporate Secretary and Executive Director of EDI, and Director of EMP. Both siblings are currently serving as directors of AWG, Newtown Land Partners, Inc., and Yorkshire Holdings, Inc.

**d. Involvement In Legal Proceedings**

The Company has no knowledge of any of the following events that occurred during the past five (5) years up the date of this report that are material to an evaluation of the ability or integrity of any director or executive officer or control person of the Company:

- Any bankruptcy petition filed by or against any business of which such person was a general partner or executive officer either at the time of the bankruptcy or within two years prior to that time;
- Any conviction by final judgment in a criminal proceeding, domestic or foreign, or being subject to a pending criminal proceeding, domestic or foreign, excluding traffic violations and other minor offenses;
- Being subject to any order, judgment, or decree, not subsequently reversed, suspended or vacated, of any court of competent jurisdiction, domestic or foreign, permanently or temporarily enjoining, barring, suspending or otherwise limiting his involvement in any type of business, securities, commodities or banking activities; and
- Being found by a domestic or foreign court of competent jurisdiction (in a civil action), the Commission or comparable foreign body, or a domestic or foreign Exchange or other organized trading market or self-regulatory organization, to have violated a securities or commodities law or regulation, and the judgment has not been reversed, suspended, or vacated.

**10. EXECUTIVE COMPENSATION**

**a. Executive Compensation**

*Name and Principal Position*

Andrew L. Tan, Chairman (CEO)  
Kingson U. Sian, President (COO)  
Katherine L. Tan, Treasurer  
Dina D. Inting, FVP-Finance  
Dominic V. Isberto, Corporate Secretary  
Rolando D. Siatela, Asst. Corporate Secretary

The officers receive fixed salary on a monthly basis from the respective subsidiaries or businesses they principally handle. Hence, for years 2015, 2014, and 2013, no compensation was received from AGI, the holding company, and neither will there be for 2016, except for an allowance for Mr. Kingson Sian which started in February 2007.

**b. Compensation Of Directors**

In a board resolution passed in November 2007, members of the Company's Board of Directors began to receive per diem allowance for attendance in board meetings.

**c. Employment Contracts, Termination Of Employment And Change-In-Control Arrangements**

There are no employment contract between the Company and a named executive officer; and no compensatory plan or arrangement, including payments to be received from the Company, with respect to a named executive officer, that results or will result from the resignation, retirement or any other termination of such executive's employment with the Company and its subsidiaries or from a change-in-control of the Company or a change in the named executive officer's responsibilities following a change-in-control and amount involved, including all periodic payments or installments, that exceeds P2.5 million.

**d. Warrants And Options**

On July 27, 2011, the Board of Directors of the Company approved an Executive Stock Option Plan (the "Plan") and this was approved on September 20, 2011 by stockholders holding at least 2/3 of the outstanding capital stock. The purpose of the Plan is to enable the key Company executives and senior officers who are largely responsible for its further growth and development to obtain an ownership interest in the Company, thereby encouraging long-term commitment to the Company. The Plan is being administered by the Compensation and Remuneration Committee (the "Committee") of the Board, composed of the following: Alejo L. Villanueva, Jr., Independent Director, as Chairman, and Winston S. Co and Kevin Andrew L. Tan, as members.

Under the Plan, the Company initially reserves for exercise of stock options up to approximately three percent (3%) of the Company's outstanding shares to be issued, in whole or in part, out of the authorized but unissued shares. Stock options may be granted within ten (10) years from the adoption of the Plan and may be exercised within seven (7) years from date of grant. The exercise price shall be at a 15% discount from the volume weighted average closing price of the Company's shares for nine (9) months immediately preceding the date of grant. The options shall vest within three (3) years from date of grant and the holder of an option may exercise only a third of the option at the end of each year of the three (3) year period. The Company shall receive cash for the stock options.

On December 19, 2011, 46.5 million options were granted to certain key executives and senior officers, including the CEO and President, at an exercise price of P9.175 with a market price of P10.28 on the date of grant. On March 14, 2013, additional 12.6 million options were granted to certain key executives at an exercise price of P12.9997 with a market price of P21.65 at the date of grant. As of December 31, 2014, a total of 50.7 million options have vested but not yet exercised. An Option Holder may exercise in whole or in part his vested Option provided, that, an Option exercisable but not actually exercised within a given year shall accrue and may be exercised at any time thereafter but prior to the expiration of said Option's Life Cycle. As of this time, the Company cannot determine if options can be exercised with less than forty percent (40%) of the total price of the shares so purchased. The Company does not provide or arrange for loans to enable qualified participants to exercise their options.

## 11. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT

### (1) Security Ownership of Record and Beneficial Owners owning more than 5% of the Company's outstanding common stock as of March 31, 2016:

<i>Title of Class</i>	<i>Name and Address of Record Owner &amp; Relationship w/ Issuer</i>	<i>Name of Beneficial Owner &amp; Relationship w/ Record Owner</i>	<i>Citizenship</i>	<i>No. of Shares</i>	<i>Percent Owned</i>
Common	THE ANDRESONS GROUP, INC. 7/F 1880 Eastwood Avenue, Eastwood City Bagumbayan, Quezon City, <sup>1</sup>	THE ANDRESONS GROUP, INC. (TAGI)	Filipino	4,028,823,194	39.23%
Common	PCD NOMINEE CORPORATION (NON-FILIPINO) 37/F Tower 1, The Enterprise Center, 6766 Ayala Avenue, Makati City <sup>2</sup>	THE HONGKONG AND SHANGHAI CORP. LTD. (Non-Filipino) HSBC Securities Services 12 <sup>th</sup> Floor, The Enterprise Center, Tower I, 6766 Ayala Avenue corner Paseo de Roxas, Makati City. <sup>2</sup>	Non-Filipino	1,587,350,254	15.47%
Common	YORKSHIRE HOLDINGS, INC. 28/F The World Centre 330 Sen. Gil Puyat Avenue, Makati City, Metro Manila <sup>3</sup>	YORKSHIRE HOLDINGS, INC. (YHI)	Filipino	1,583,459,842	15.41%
Common	PCD NOMINEE CORPORATION (NON-FILIPINO) G/F Makati Stock Exchange Building 6767 Ayala Avenue, Makati City	DEUTSCHE BANK MANILA-CLIENTS A/C <sup>2</sup> 26/F Ayala Tower One Ayala Triangle, Makati City	Non-Filipino	1,154,427,929	11.24%

### (2) Security Ownership of Management as of March 31, 2016:

<i>Title</i>	<i>Name of Beneficial Owner</i>	<i>Citizenship</i>	<i>Amount</i>	<i>Percent</i>
Common	Andrew L. Tan ( <i>Chairman of the Board</i> )	Filipino	63,684,078	0.62%
Common	Sergio R. Ortiz-Luis, Jr. ( <i>Director</i> )	Filipino	1	0.00%
Common	Winston S. Co ( <i>Director</i> )	Filipino	2,728	0.00%
Common	Kingson U. Sian ( <i>Director</i> )	Filipino	5,001,100	0.04%
Common	Katherine L. Tan ( <i>Director</i> )	Filipino	1	0.00%
Common	Alejo L. Villanueva, Jr ( <i>Director</i> ).	Filipino	1	0.00%
Common	Kevin Andrew L. Tan ( <i>Director</i> )	Filipino	1	0.00%
Common	Dina D. Inting ( <i>FVP-Finance</i> )	Filipino	2,758	0.00%
Directors and Executive Officers as a Group			73,693,668	0.72%

<sup>1</sup>Mr. Andrew L. Tan is the Chairman of the Board of TAGI, is authorized to appoint proxy to vote for the shares.

<sup>2</sup>HSBC and Deutsche are participants of the PCD Nominee Corporation. The beneficial owners of the shares are not known to the Company.

<sup>3</sup>Mr. Andrew L. Tan, Chairman of YHI is authorized to appoint proxy to vote for the shares which includes direct and indirect beneficial ownership through Altavision Resources, Inc., Asiagroup Holdings, Inc., Globaland Holdings, Inc. Grand Belair Holdings, Inc., and Le Bristol Holdings, Inc.

## 12. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

Except for the material related party transactions described in the notes to the consolidated financial statements of the Company for the years 2015, 2014, and 2013 (*please see as filed with this report*), there has been no material transaction during the last two years, nor is there any material transaction currently proposed, to which the Company was or is to be a party, in which any director or executive officer, any nominee for election as director, stockholder of more than ten percent (10%) of the Company's voting shares, and any member of the immediate family (including spouse, parents, children, siblings, and in-laws) of any such director or officer or stockholder of more than ten percent (10%) of the Company's voting shares had or is to have a direct or indirect material interest

## PART IV – CORPORATE GOVERNANCE

### 13. ANNUAL CORPORATE GOVERNANCE REPORT FOR 2015

Filed with this report.

## PART V - EXHIBITS AND SCHEDULES

### 14. EXHIBITS AND REPORTS ON SEC FORM 17-C

**(b) Reports on SEC Form 17-C Filed During The Last Six Months Of The Report Period (June 1 to December 31, 2015)**

Date	Disclosures
14 July 2015	Notice of Analyst and Investor Briefing Conference
24 July 2015	Notice of Annual Stockholders' Meeting
12 August 2015	Declaration of Cash Dividend
14 August 2015	Press Release: Alliance Global Group, Inc. records revenues of P65.4 billion in the first six months of 2015
20 August 2015	Affidavit of Publication of the Notice to Stockholders on the availability of the SEC Form 17-Q Quarterly Report for the period ended 30 June 2015
15 September 2015	Results of Annual Stockholders' Meeting
15 September 2015	Results of Organizational Meeting
15 September 2015	Alliance Global Group, Inc. Poised For Long-Term Growth
14 October 2015	Notice of Investors/Analysts' Briefing
13 November 2015	Alliance Global Group records revenues of P99.6-B in the first nine months of 2015
23 November 2015	Notice to Holders of Notes (USD\$500M 6.50% Guaranteed Notes)
4 December 2015	Submission of Certificates of Completion of the Corporate Governance Seminar of the Key-Officers of the Company
18 December 2015	Submission of Certificates of Completion of the Corporate Governance Seminar of the Key-Officers of the Company



### SIGNATURES

Pursuant to the requirements of Section 17 of the Code and Section 141 of the Corporation Code, this report is signed on behalf of the issuer by the undersigned, thereunto duly authorized.

#### Alliance Global Group, Inc.

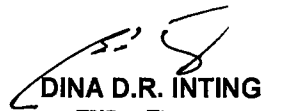
*Issuer*

By:



**ANDREW L. TAN**  
*Chairman and CEO*  
(Principal Executive Officer)

**KINGSON U. SIAN**  
*President and COO*  
(Principal Operating Officer)



**DINA D.R. INTING**  
*FVP – Finance*  
(Principal Financial Officer and  
as Principal Accounting Officer  
and Comptroller)

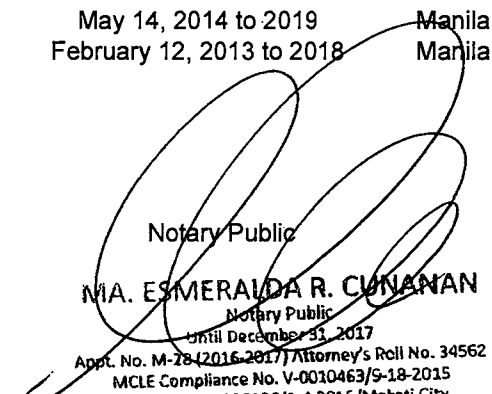


**DOMINIC V. ISBERTO**  
*Corporate Secretary*

**SUBSCRIBED AND SWORN** to before me this APR 14 2016, 2016 affiants exhibiting to me their Passports/SSS No., as follows:

NAMES	PASSPORT/SSS NO.	DATE OF ISSUE	PLACE OF ISSUE
Andrew L. Tan	EC1087269	May 14, 2014 to 2019	Manila
Kingson U. Sian	EB7369260	February 12, 2013 to 2018	Manila
Dominic V. Isberto	SSS 33-1952824-1		
Dina D.R. Inting	SSS 03-5204775-3		

Doc No. 275  
Page No. 4/9  
Book No. 20  
Series of 2016.



Notary Public  
**M.A. ESMERALDA R. CUNANAN**  
Notary Public  
until December 31, 2017  
Appt. No. M-28(2016-2017)/Attorney's Roll No. 34562  
MCLE Compliance No. V-0010463/S-18-2015  
PTR No. MKT5323136/1-4-2016/Makati City  
IBP Lifetime Member Roll No. 05413  
Ground Level, Dela Rosa Carpark I  
Dela Rosa St. Legaspi Village,  
Makati City

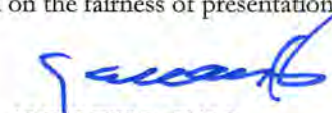
**Alliance Global Group, Inc.**  
 7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark  
 188 E. Rodriguez Jr. Avenue, Bagumbayan, 1110 Quezon City  
 Tel. Nos. 7092038-41 Fax Nos. 7091966

**STATEMENT OF MANAGEMENT'S RESPONSIBILITY  
 FOR CONSOLIDATED FINANCIAL STATEMENTS**

The management of *Alliance Global Group, Inc.* is responsible for the preparation and fair presentation of the consolidated financial statements as at December 31, 2015 and 2014 and for each of the three years in the period ended December 31, 2015, including the additional components attached therein, in accordance with the Philippine Financial Reporting Standards. This responsibility includes designing and implementing internal controls relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

The Board of Directors reviews and approves the consolidated financial statements, including the additional components attached therein, and submits the same to the stockholders.

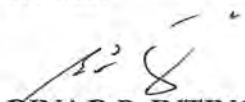
*Punongbayan & Araullo*, the independent auditors appointed by the stockholders, has examined the consolidated financial statements of the Company and its subsidiaries in accordance with Philippine Standards on Auditing and, in its report to the Board of Directors and stockholders, has expressed its opinion on the fairness of presentation upon completion of such examination.



**ANDREW L. TAN**  
 Chairman of the Board



**KINGSON U. SIAN**  
 President



**DINA D.R. INTING**  
 First Vice President for Finance  
 Chief Financial Officer

**SUBSCRIBED AND SWORN** to before me this **APR 14 2016**, affiants exhibiting to me their Passport/SSS No., as follows:

Names	PassportNo./SSS No.	Date	Place of Issue
Andrew L. Tan	EC1087269	May 14, 2014 to 2019	Manila
Kingson U. Sian	EB7369260	February 12, 2013 to 2018	Manila
Dina D.R. Inting	SSS 03-5204775-3		

Doc.No. 224  
 Page No. 46  
 Book No. XV  
 Series of 2016



**MA. ESMERALDA R. CUNANAN**  
 Notary Public  
 Until December 31, 2017  
 Appt. No. M-78 (2016-2017) Attorney's Roll No. 34562  
 MCLE Compliance No. V-0010463/9-18-2015  
 PTR No. MKT5323136/1-4-2016/Makati City  
 IBP Lifetime Member Roll No. 05413  
 Ground Level, Dela Rosa Carpark I  
 Dela Rosa St. Legaspi Village,  
 Makati City

## Report of Independent Auditors

### **The Board of Directors and the Stockholders Alliance Global Group, Inc. and Subsidiaries**

7<sup>th</sup> Floor, 1880 Eastwood Avenue  
Eastwood City CyberPark  
188 E. Rodriguez, Jr. Avenue  
Bagumbayan, Quezon City

We have audited the accompanying consolidated financial statements of Alliance Global Group, Inc. and subsidiaries, which comprise the consolidated statements of financial position as at December 31, 2015 and 2014, and the consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2015, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Philippine Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with Philippine Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

#### **Certified Public Accountants**

Punongbayan & Araullo (P&A) is the Philippine member firm of Grant Thornton International Ltd

Offices in Cebu, Davao, Cavite

BOA/PRC Cert. of Reg. No. 0002  
SEC Accreditation No. 0002-FR-4

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Alliance Global Group, Inc. and subsidiaries as at December 31, 2015 and 2014, and their consolidated financial performance and their consolidated cash flows for each of the three years in the period ended December 31, 2015 in accordance with Philippine Financial Reporting Standards.

**PUNONGBAYAN & ARAULLO**



**By: Mailene Sigue-Bisnar**  
Partner

CPA Reg. No. 0090230  
TIN 120-319-128  
PTR No. 5321724 January 4, 2016, Makati City  
SEC Group A Accreditation  
Partner - No. 0396-AR-3 (until Oct. 15, 2018)  
Firm - No. 0002-FR-4 (until Apr. 30, 2018)  
BIR AN 08-002511-20-2015 (until Mar. 18, 2018)  
Firm's BOA/PRC Cert. of Reg. No. 0002 (until Dec. 31, 2018)

April 12, 2016

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
**DECEMBER 31, 2015 AND 2014**  
*(Amounts in Philippine Pesos)*

	Notes	2015	2014
<b><u>A S S E T S</u></b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	<b>P 68,593,959,027</b>	P 82,058,836,647
Trade and other receivables - net	6	<b>48,974,257,881</b>	42,708,285,496
Financial assets at fair value through profit or loss	7	<b>8,071,599,462</b>	4,351,221,441
Inventories - net	8	<b>78,630,596,803</b>	73,706,121,918
Property development costs	2	<b>14,858,143,294</b>	12,390,474,097
Other current assets	9	<b>6,591,193,029</b>	5,653,565,184
		<b>225,719,749,496</b>	220,868,504,783
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables - net	6	<b>32,815,736,822</b>	28,914,555,021
Advances to landowners and joint ventures	10.1	<b>4,593,436,457</b>	4,823,705,981
Available-for-sale financial assets - net	11	<b>2,188,729,177</b>	5,972,087,128
Land for future development	2	<b>18,115,516,349</b>	13,212,623,684
Investments in and advances to associates and other related parties	12	<b>10,668,198,034</b>	8,157,122,260
Property, plant and equipment - net	13	<b>66,274,228,540</b>	54,218,737,647
Investment property - net	14	<b>48,170,946,188</b>	37,742,292,122
Intangible assets - net	15	<b>29,562,197,769</b>	29,744,925,357
Deferred tax assets	28	<b>751,558,125</b>	775,835,966
Other non-current assets	9	<b>9,864,457,430</b>	5,188,534,145
		<b>223,005,004,891</b>	188,750,419,311
<b>TOTAL ASSETS</b>			
		<b>P 448,724,754,387</b>	P 409,618,924,094

	Notes	2015	2014
<b><u>LIABILITIES AND EQUITY</u></b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	16	<b>P 38,899,002,354</b>	P 37,631,587,475
Interest-bearing loans	17	<b>28,704,613,782</b>	26,660,576,448
Income tax payable		<b>629,965,773</b>	916,910,601
Bonds payable	18	-	5,000,000,000
Other current liabilities	20	<b>21,499,813,670</b>	22,331,619,569
Total Current Liabilities		<b>89,733,395,579</b>	92,540,694,093
<b>NON-CURRENT LIABILITIES</b>			
Interest-bearing loans	17	<b>29,071,029,819</b>	8,038,681,649
Bonds payable	18	<b>54,719,727,451</b>	51,687,525,333
Advances from related parties	29	<b>1,491,160,829</b>	903,152,243
Retirement benefit obligation	27	<b>1,866,100,741</b>	2,736,675,951
Redeemable preferred shares	19	<b>1,929,355,258</b>	1,854,419,622
Deferred tax liabilities - net	28	<b>11,587,737,168</b>	10,259,066,064
Other non-current liabilities	20	<b>27,138,053,551</b>	24,115,293,267
Total Non-current Liabilities		<b>127,803,164,817</b>	99,594,814,129
Total Liabilities		<b>217,536,560,396</b>	192,135,508,222
<b>EQUITY</b>			
Equity attributable to owners of the parent company	21	<b>137,056,497,134</b>	126,470,464,979
Non-controlling interest		<b>94,131,696,857</b>	91,012,950,893
Total Equity		<b>231,188,193,991</b>	217,483,415,872
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>P 448,724,754,387</b>	P 409,618,924,094

*See Notes to Consolidated Financial Statements.*

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
**FOR THE YEARS ENDED DECEMBER 31, 2015, 2014 AND 2013**  
*(Amounts in Philippine Pesos)*

	Notes	2015	2014	2013
<b>REVENUES</b>				
Sale of goods	23	P 77,191,938,805	P 62,035,977,237	P 56,518,969,704
Rendering of services	23	58,481,511,173	58,558,856,300	56,686,982,449
Share in net profits of associates and joint ventures - net	12	268,621,860	122,737,983	-
Finance and other income	26	3,155,787,700	4,687,588,254	10,173,373,850
		<u>139,097,859,538</u>	<u>125,405,159,774</u>	<u>123,379,326,003</u>
<b>COSTS AND EXPENSES</b>				
Cost of goods sold	24	50,442,851,655	40,130,669,400	37,597,032,036
Cost of services	24	30,163,499,053	28,094,670,463	27,336,872,088
Other operating expenses	25	25,712,056,719	26,087,776,019	25,010,802,514
Share in net losses of associates and joint ventures - net	12	-	-	13,602,687
Finance costs and other charges	26	5,852,497,011	4,455,909,712	5,008,779,695
		<u>112,170,904,438</u>	<u>98,769,025,594</u>	<u>94,967,089,020</u>
<b>PROFIT BEFORE TAX</b>		<b>26,926,955,100</b>	<b>26,636,134,180</b>	<b>28,412,236,983</b>
<b>TAX EXPENSE</b>	28	<u>5,240,654,206</u>	<u>5,526,445,051</u>	<u>5,356,757,097</u>
<b>NET PROFIT</b>		<u>21,686,300,894</u>	<u>21,109,689,129</u>	<u>23,055,479,886</u>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified subsequently to profit or loss</b>				
Actuarial gains (losses) on remeasurement of retirement benefit obligation		887,318,413	( 414,155,236 )	9,869,795
Share in other comprehensive income of associates and joint ventures	12	38,744,144	-	10,078,916
Deferred tax income (expense) relating to components of other comprehensive income	28	( 206,483,118 )	86,813,531	( 6,932,192 )
		<u>719,579,439</u>	<u>( 327,341,705 )</u>	<u>13,016,519</u>
<b>Items that will be reclassified subsequently to profit or loss</b>				
Net unrealized fair value gains (losses) on available-for-sale financial assets	11	( 1,116,201,288 )	620,309,706	( 146,071,389 )
Translation adjustments	2	( 773,889,829 )	( 819,063,669 )	14,675,041
Increase (decrease) in revaluation reserves due to available-for-sale financial assets sold by subsidiaries		-	( 214,810,937 )	( 682,818 )
Deferred tax income (expense) relating to components of other comprehensive income	28	( 20,960,996 )	30,684,518	( 15,271,852 )
		<u>( 1,911,052,113 )</u>	<u>( 382,880,382 )</u>	<u>( 147,351,018 )</u>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>P 20,494,828,220</b>	<b>P 20,399,467,042</b>	<b>P 22,921,145,387</b>
<b>Net profit attributable to:</b>				
Owners of the parent company		P 13,964,765,317	P 13,246,243,353	P 17,218,460,867
Non-controlling interest		<u>7,721,535,577</u>	<u>7,863,445,776</u>	<u>5,837,019,019</u>
		<u>P 21,686,300,894</u>	<u>P 21,109,689,129</u>	<u>P 23,055,479,886</u>
<b>Total comprehensive income attributable to:</b>				
Owners of the parent company		P 13,581,880,917	P 12,536,021,266	P 17,084,126,368
Non-controlling interest		<u>6,912,947,303</u>	<u>7,863,445,776</u>	<u>5,837,019,019</u>
		<u>P 20,494,828,220</u>	<u>P 20,399,467,042</u>	<u>P 22,921,145,387</u>
<b>Earnings Per Share for the Net Profit Attributable to Owners of the Parent Company:</b>				
Basic	22	<u>P 1.3598</u>	<u>P 1.3065</u>	<u>P 1.7031</u>
Diluted		<u>P 1.3552</u>	<u>P 1.2999</u>	<u>P 1.6954</u>

*See Notes to Consolidated Financial Statements.*

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY**  
**FOR THE YEARS ENDED DECEMBER 31, 2015, 2014 AND 2013**  
*(Amounts in Philippine Pesos)*

Attributable to Owners of the Parent Company

Notes	Capital Stock	Additional Paid-in Capital	Treasury Shares – at cost	Net Actuarial Losses on Retirement Plan Benefit Plan	Net Fair Value Gains (Losses) on Available-for-Sale Financial Assets	Accumulated Translation Adjustments	Dilution Gain	Share Options	Retained Earnings			Total	Noncontrolling Interest	Total Equity
									Appropriated	Unappropriated	Total			
Balance at January 1, 2015	P 10,269,827,979	P 34,395,380,979	( P 936,157,074 )	( P 551,140,907 )	( P 505,662,807 )	( P 1,692,318,460 )	P 19,980,402,684	P 577,813,280	P 1,225,000,000	P 63,707,319,305	P 64,932,319,305	P 126,470,464,979	P 91,012,950,893	P 217,483,415,872
Transactions with owners:														
Share-based compensation	21, 27	-	-	-	-	-	-	149,679,010	-	-	-	149,679,010	150,322,881	300,001,891
Change in percentage ownership		-	-	-	-	-	-	-	-	-	-	-	( 2,291,217,054 )	( 2,291,217,054 )
Acquisition of a subsidiary		-	-	-	-	-	-	-	-	-	-	-	254,687,970	254,687,970
Dividend from investee		-	-	-	-	-	-	-	-	-	-	-	( 1,907,995,136 )	( 1,907,995,136 )
Cash dividends declared	21	-	-	-	-	-	-	-	-	( 3,145,527,772 )	( 3,145,527,772 )	( 3,145,527,772 )	( 3,145,527,772 )	( 3,145,527,772 )
		-	-	-	-	-	-	149,679,010	-	( 3,145,527,772 )	( 3,145,527,772 )	( 2,995,848,762 )	( 3,794,201,339 )	( 6,790,050,101 )
Appropriation of retained earnings	21	-	-	-	-	-	-	-	1,990,590,660	( 1,990,590,660 )	-	-	-	-
Reversal of appropriation	21	-	-	-	-	-	-	-	( 1,225,000,000 )	1,225,000,000	-	-	-	-
Total comprehensive income		-	-	479,870,969	( 184,840,038 )	( 677,914,431 )	-	-	-	-	13,964,765,317	13,964,765,317	13,881,880,917	20,494,828,220
Balance at December 31, 2015	<b>P 10,269,827,979</b>	<b>P 34,395,380,979</b>	<b>( P 936,157,074 )</b>	<b>( P 71,269,938 )</b>	<b>( P 690,503,745 )</b>	<b>( P 2,370,232,891 )</b>	<b>P 19,980,402,684</b>	<b>P 727,492,290</b>	<b>P 1,990,590,660</b>	<b>P 73,760,966,190</b>	<b>P 75,751,556,850</b>	<b>P 137,056,497,134</b>	<b>P 94,131,696,857</b>	<b>P 231,188,193,991</b>
Balance at January 1, 2014	P 10,269,827,979	P 33,611,840,432	( P 955,217,410 )	( P 227,805,621 )	( P 911,161,576 )	( P 903,930,309 )	P 10,974,217,660	P 264,469,448	P 2,145,000,000	P 53,400,459,760	P 55,545,459,760	P 107,667,691,363	P 82,553,954,269	P 190,221,645,632
Transactions with owners:														
Issuances during the year	21, 27	-	783,540,547	139,708,955	-	-	-	-	-	-	-	923,249,502	-	923,249,502
Share-based compensation		-	-	-	-	-	-	313,343,832	-	-	-	313,343,832	-	313,343,832
Change in percentage ownership		-	-	-	-	-	8,997,252,151	-	-	( 3,575,572 )	( 3,575,572 )	8,993,676,579	2,074,643,166	11,068,319,745
Acquisition of a subsidiary		-	( 120,648,619 )	4,006,419	-	-	8,932,873	-	-	-	-	( 107,709,327 )	( 107,709,327 )	( 107,709,327 )
Dividend from investee		-	-	-	-	-	-	-	-	-	-	-	( 1,479,092,318 )	( 1,479,092,318 )
Cash dividends declared	21	-	-	-	-	-	-	-	-	( 3,855,808,236 )	( 3,855,808,236 )	( 3,855,808,236 )	( 3,855,808,236 )	( 3,855,808,236 )
		783,540,547	19,060,336	4,006,419	-	-	9,006,185,024	313,343,832	-	( 3,859,383,808 )	( 3,859,383,808 )	6,266,752,350	595,550,848	6,862,303,198
Appropriation of retained earnings	21	-	-	-	-	-	-	-	1,225,000,000	( 1,225,000,000 )	-	-	-	-
Reversal of appropriation	21	-	-	-	-	-	-	-	( 2,145,000,000 )	2,145,000,000	-	-	-	-
Total comprehensive income		-	-	( 327,341,705 )	405,498,769	( 788,379,151 )	-	-	-	-	13,246,243,353	13,246,243,353	12,536,021,266	20,399,467,042
Balance at December 31, 2014	<b>P 10,269,827,979</b>	<b>P 34,395,380,979</b>	<b>( P 936,157,074 )</b>	<b>( P 551,140,907 )</b>	<b>( P 505,662,807 )</b>	<b>( P 1,692,318,460 )</b>	<b>P 19,980,402,684</b>	<b>P 577,813,280</b>	<b>P 1,225,000,000</b>	<b>P 63,707,319,305</b>	<b>P 64,932,319,305</b>	<b>P 126,470,464,979</b>	<b>P 91,012,950,893</b>	<b>P 217,483,415,872</b>
Balance at January 1, 2013	P 10,269,827,979	P 33,501,908,751	( P 984,512,637 )	( P 240,822,140 )	( P 764,407,369 )	( P 903,342,498 )	P 1,277,846,433	P 107,652,616	P 1,400,000,000	P 40,244,157,373	P 41,644,157,373	P 83,908,308,508	P 59,847,731,853	P 143,756,040,361
Transactions with owners:														
Issuances during the year	21, 27	-	109,931,681	29,295,227	-	-	-	-	-	-	-	139,226,908	-	139,226,908
Share-based compensation		-	-	-	-	-	-	156,816,832	-	-	-	156,816,832	-	156,816,832
Change in percentage ownership		-	-	-	-	-	9,696,371,227	-	-	524,455,540	524,455,540	10,220,826,767	20,234,493,742	30,455,320,509
Dividend from investee		-	-	-	-	-	-	-	-	-	-	-	( 3,365,290,345 )	( 3,365,290,345 )
Cash dividends declared	21	-	-	-	-	-	-	-	-	( 3,841,614,020 )	( 3,841,614,020 )	( 3,841,614,020 )	( 3,841,614,020 )	( 3,841,614,020 )
		109,931,681	29,295,227	-	-	-	9,696,371,227	156,816,832	-	( 3,317,158,480 )	( 3,317,158,480 )	6,675,256,487	16,869,203,397	23,544,459,884
Appropriation of retained earnings	21	-	-	-	-	-	-	-	2,145,000,000	( 2,145,000,000 )	-	-	-	-
Reversal of appropriation	21	-	-	-	-	-	-	-	( 1,400,000,000 )	1,400,000,000	-	-	-	-
Total comprehensive income		-	-	13,016,519	( 146,754,207 )	( 596,811 )	-	-	-	-	17,218,460,867	17,218,460,867	17,084,126,368	5,837,019,019
Balance at December 31, 2013	<b>P 10,269,827,979</b>	<b>P 33,611,840,432</b>	<b>( P 955,217,410 )</b>	<b>( P 227,805,621 )</b>	<b>( P 911,161,576 )</b>	<b>( P 903,930,309 )</b>	<b>P 10,974,217,660</b>	<b>P 264,469,448</b>	<b>P 2,145,000,000</b>	<b>P 53,400,459,760</b>	<b>P 55,545,459,760</b>	<b>P 107,667,691,363</b>	<b>P 82,553,954,269</b>	<b>P 190,221,645,632</b>

See Notes to Consolidated Financial Statements.



**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2015, 2014 AND 2013**  
*(Amounts in Philippine Pesos)*

	Notes	2015	2014	2013
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Profit before tax		P 26,926,955,100	P 26,636,134,180	P 28,412,236,983
Adjustments for:				
Depreciation and amortization	24, 25	4,486,155,305	4,293,318,046	4,319,478,840
Interest expense	26	4,030,183,353	4,281,446,845	4,285,500,975
Interest income	26	( 2,477,581,190 )	( 2,589,097,758 )	( 3,099,675,804 )
Unrealized foreign currency losses (gains) - net		1,671,668,080	( 29,509,849 )	795,207,832
Stock option benefit expense	27	300,444,171	313,343,832	156,816,832
Share in net losses (profits) of associates and joint ventures	12	( 268,621,860 )	( 122,737,983 )	13,602,687
Fair value losses (gains) - net	26	( 257,633,748 )	( 8,363,512 )	429,371,099
Gain on sale of investments in an associate	26	( 181,347,731 )	-	-
Impairment and other losses	6, 8, 25	51,187,163	287,425,470	8,011,392
Loss (gain) on sale of investment in available-for-sale financial assets	26	34,615,950	( 41,859,502 )	( 128,177,128 )
Gain on reversal of impairment losses	8, 13, 26	( 1,877,430 )	-	( 18,616,806 )
Unrealized loss on interest rate swap	26	30,186,511	36,405,850	112,842,001
Dividend income	26	( 15,376,038 )	( 20,278,117 )	( 14,178,074 )
Loss (gain) on disposal of property, plant and equipment, investment property and intangible assets	26	( 1,779,421 )	( 69,298,776 )	37,781,242
Gain on reversal of liabilities	26	( 6,000,000 )	( 121,428,571 )	( 160,666,483 )
Income from acquisition and deconsolidation of subsidiaries	26	( 3,758,167 )	( 524,766,704 )	( 763,834,597 )
Reversal of preacquisition loss	26	( 291,847 )	( 9,150,638 )	( 6,315,710 )
Gain on divestment of interest in a subsidiary	26	-	-	( 2,905,304,542 )
Operating income before working capital changes		<u>34,317,128,201</u>	<u>32,311,582,813</u>	<u>31,474,080,739</u>
Increase in trade and other receivables		( 12,471,342,169 )	( 13,545,274,090 )	( 7,644,846,317 )
Decrease (increase) in financial assets at fair value through profit or loss		( 2,874,686,770 )	2,976,051,218	( 2,151,807,864 )
Increase in inventories		( 5,010,665,696 )	( 13,207,753,710 )	( 6,544,122,145 )
Decrease in property development costs		( 2,467,669,197 )	( 1,950,203,880 )	( 1,524,928,568 )
Increase in other current assets		( 1,614,508,215 )	( 1,721,938,963 )	( 515,868,047 )
Increase in trade and other payables		1,346,538,032	10,623,483,673	381,820,259
Increase (decrease) in other current liabilities		( 1,060,888,298 )	1,114,963,317	3,984,087,152
Increase (decrease) in retirement benefit obligation		16,743,203	205,550,332	252,951,839
Increase in other non-current liabilities		<u>3,347,111,659</u>	<u>8,598,925,379</u>	<u>1,418,478,507</u>
Cash generated from operations		<u>13,527,760,750</u>	<u>25,405,386,089</u>	<u>19,129,845,555</u>
Cash paid for taxes		( 4,210,292,049 )	( 4,283,611,063 )	( 5,133,836,925 )
Net Cash From Operating Activities		<u>9,317,468,701</u>	<u>21,121,775,026</u>	<u>13,996,008,630</u>
<i>Balance carried forward</i>		<u>P 9,317,468,701</u>	<u>P 21,121,775,026</u>	<u>P 13,996,008,630</u>

	Notes	2015	2014	2013
<i>Balance brought forward</i>		<b>P 9,317,468,701</b>	P 21,121,775,026	P 13,996,008,630
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Acquisitions of:				
Property, plant and equipment	13	( 13,362,202,290 )	( 9,891,036,964 )	( 10,085,811,085 )
Investment property	14	( 12,896,131,534 )	( 8,727,663,262 )	( 8,717,447,629 )
Other non-current assets		( 4,675,923,285 )	( 2,908,143,881 )	( 185,433,990 )
Land for future development		( 4,358,367,202 )	( 4,097,181,884 )	( 1,884,635,990 )
Shares of stock of subsidiary and associates	12	( 956,432,437 )	( 25,804,429,496 )	( 4,963,837,458 )
Available-for-sale financial assets	11	( 536,169,158 )	( 1,687,722,424 )	( 676,652,582 )
Intangible assets	15	( 125,000 )	( 1,158,446,571 )	( 16,153,915 )
Proceeds from:				
Sale of available-for-sale financial assets		3,240,197,938	1,553,703,097	1,181,312,255
Sale of investment in associates	12	422,256,169	5,000,000	-
Collections from landowners and joint ventures		230,269,524	-	61,781,123
Disposal of property, plant and equipment		205,139,013	937,649,618	302,249,551
Disposal of investment property		33,846,200	455,094,610	763,937,936
Collections of advances from associates and other related parties	12	193,297	1,258,582,989	58,995,675
Disposal of intangible assets		-	1,219,545	-
Interest received		2,190,794,144	2,460,586,253	2,965,071,202
Additional advances granted to associates and other related parties		( 1,557,034,759 )	( 996,006,650 )	( 903,799,948 )
Cash dividends received		15,376,038	20,278,117	14,178,074
Net Cash Used in Investing Activities		( 32,004,313,342 )	( 48,578,516,903 )	( 22,086,246,781 )
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from:				
Interest-bearing loans and bonds		50,622,198,717	26,897,068,225	10,489,117,497
Issuance of shares of subsidiaries		13,737,924	-	36,225,725,199
Issuance of Equity-linked debt securities		-	5,253,600,000	-
Sale of treasury shares		-	802,600,883	139,226,908
Payment of interest-bearing loans		( 32,852,765,742 )	( 9,632,098,450 )	( 5,066,372,454 )
Interest paid		( 5,230,421,625 )	( 4,409,911,861 )	( 2,822,046,298 )
Dividends paid	21	( 5,053,522,908 )	( 3,855,808,236 )	( 3,841,614,020 )
Advances collected and received from related parties	29	2,404,220,900	1,617,259,882	1,101,348,707
Advances granted and paid to related parties	29	( 420,471,559 )	( 2,362,902,237 )	( 1,239,356,652 )
Payment of derivative liabilities		( 324,351,375 )	( 318,270,188 )	-
Net Cash From Financing Activities		9,158,624,332	13,991,538,018	34,986,028,887
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>		( 13,528,220,309 )	( 13,465,203,859 )	26,895,790,736
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>		82,058,836,647	94,977,525,445	67,965,116,707
<b>BEGINNING BALANCE OF CASH AND CASH EQUIVALENTS OF NEW SUBSIDIARIES</b>		63,342,689	387,730,871	117,016,208
<b>PREACQUISITION CHANGES IN CASH AND CASH EQUIVALENTS OF ACQUIRED SUBSIDIARIES</b>		-	158,784,190	( 398,206 )
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b>P 68,593,959,027</b>	<b>P 82,058,836,647</b>	<b>P 94,977,525,445</b>

**Supplemental Information on Non-cash Investing and Financing Activities:**

In the normal course of business, the Group enters into non-cash transactions such as exchanges or purchases on account of real estate and other assets. Other non-cash transactions include transfers of property from Land for Future Development to Property Development Costs or Investment Property as the property goes through its various stages of development, and acquisitions of various Property, Plant and Equipment on account.

*See Notes to Consolidated Financial Statements.*

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2015, 2014 AND 2013**  
*(Amounts in Philippine Pesos)*

**1. CORPORATE INFORMATION**

Alliance Global Group, Inc. (the Company, Parent Company, or AGI) was registered with the Philippine Securities and Exchange Commission (SEC) on October 12, 1993 and began operations in 1994 as a glass-container manufacturer. On March 12, 1999, it obtained approval from the SEC to broaden its primary business into that of a holding company. Given a wider scope of business, AGI immediately diversified its investment holdings and on April 19, 1999, AGI listed its shares in the Philippine Stock Exchange (PSE). Currently, the Company and its subsidiaries and associates (collectively referred to as the Group) operate businesses in real estate development, tourism-entertainment and gaming, food and beverage, and quick-service restaurant under the following entities (see Notes 4 and 12):

Subsidiaries/Associates/ Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI		
			2015	2014	2013
<i><b>Subsidiaries</b></i>					
<b>Megaworld and subsidiaries</b>					
Megaworld Corporation	Megaworld	(a)	<b>67%</b>	67%	65%
Megaworld Resort Estates, Inc.		(b)	<b>83%</b>	83%	82%
Sonoma Premiere Land, Inc.		(c)	<b>73%</b>	73%	62%
Megaworld Land, Inc.			<b>67%</b>	67%	65%
Prestige Hotels and Resorts, Inc.			<b>67%</b>	67%	65%
Mactan Oceanview Properties and Holdings, Inc.			<b>67%</b>	67%	65%
Megaworld Cayman Islands, Inc.		(d)	<b>67%</b>	67%	65%
Richmonde Hotel Group International Ltd.	RHGI	(e)	<b>67%</b>	67%	65%
Eastwood Cyber One Corporation	ECOC		<b>67%</b>	67%	65%
Megaworld Cebu Properties, Inc.			<b>67%</b>	67%	65%
Megaworld Newport Property Holdings, Inc.			<b>67%</b>	67%	65%
Occantown Properties, Inc.			<b>67%</b>	67%	65%
Piedmont Property Ventures, Inc.			<b>67%</b>	67%	65%
Stonehaven Land, Inc.			<b>67%</b>	67%	65%
Streamwood Property, Inc.			<b>67%</b>	67%	65%
Suntrust Properties, Inc.	SPI		<b>67%</b>	67%	65%
Lucky Chinatown Cinemas, Inc.			<b>67%</b>	67%	65%
Luxury Global Hotels and Leisures, Inc.			<b>67%</b>	67%	65%
Suntrust Ecotown Developers, Inc.	SEDI		<b>67%</b>	67%	65%
Arcovia Properties, Inc. (formerly Woodside Greentown Properties, Inc.)	API		<b>67%</b>	67%	65%
Citywalk Building Administration, Inc.		(f)	<b>67%</b>	67%	-
Forbestown Commercial Center Administration, Inc.		(f)	<b>67%</b>	67%	-
Paseo Center Building Administration, Inc.		(f)	<b>67%</b>	67%	-
Uptown Commercial Center Administration, Inc.		(f)	<b>67%</b>	67%	-
Global One Integrated Business Services, Inc.		(f)	<b>67%</b>	67%	-
Luxury Global Malls, Inc.		(f)	<b>67%</b>	67%	-
Davao Park District Holdings Inc.	DPDHI	(f)	<b>67%</b>	67%	-
Governor's Hills Science School, Inc.		(g)	<b>67%</b>	67%	-
Sunrays Properties Management, Inc.		(g)	<b>67%</b>	67%	-
Suntrust One Shanata, Inc.		(g)	<b>67%</b>	67%	-
Suntrust Two Shanata, Inc.		(g)	<b>67%</b>	67%	-
Belmont Newport Luxury Hotels, Inc.		(h)	<b>67%</b>	-	-
Global One Hotel Group, Inc.		(h)	<b>67%</b>	-	-
Ilo-ilo Center Mall Administration, Inc.		(h)	<b>67%</b>	-	-

Subsidiaries/Associates/ Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI		
			2015	2014	2013
<b>Subsidiaries</b>					
<b>Megaworld and subsidiaries</b>					
Newtown Comercial Center Administration, Inc.		(h)	67%	-	-
McKinley Cinemas, Inc.		(h)	67%	-	-
Uptown Cinemas, Inc.		(h)	67%	-	-
Valley Peaks Property Management, Inc.		(h)	67%	-	-
Megaworld Bacolod Properties, Inc. (formerly Bacolod-Murcia Milling Co., Inc.)	MBPI	(i)	62%	-	-
Southwoods Mall Inc.	SMI	(j)	61%	54%	-
Megaworld Global-Estate, Inc.		(k)	60%	59%	65%
Manila Bayshore Property Holdings, Inc.		(l)	57%	57%	52%
Twin Lakes Corp.	TLC		56%	45%	45%
Empire East Land Holdings, Inc.	EELHI		55%	55%	53%
Valle Verde Properties, Inc.			55%	55%	53%
Empire East Communities, Inc.			55%	55%	53%
Sherman Oak Holdings, Inc.			55%	55%	53%
Eastwood Property Holdings, Inc.			55%	55%	53%
20th Century Nylon Shirt, Inc.		(i)	55%	-	-
Global-Estate Resorts, Inc.	GERI	(m)	55%	54%	65%
Fil-Estate Properties, Inc.	FEPI		55%	54%	65%
Aklan Holdings Inc.			55%	54%	65%
Blu Sky Airways, Inc.			55%	54%	65%
Fil-Estate Subic Development Corp.			55%	54%	65%
Fil-Power Construction Equipment Leasing Corp.			55%	54%	65%
Golden Sun Airways, Inc.			55%	54%	65%
La Compañía De Sta. Barbara, Inc.			55%	54%	65%
MCX Corporation			55%	54%	65%
Pioneer L-5 Realty Corp.			55%	54%	65%
Prime Airways, Inc.			55%	54%	65%
Sto. Domingo Place Development Corp.			55%	54%	65%
Fil-Power Concrete Blocks Corp.			55%	54%	65%
Fil-Estate Golf and Development, Inc.			55%	54%	65%
Golforce, Inc.			55%	54%	65%
Fil-Estate Urban Development Corp.			55%	54%	65%
Novo Sierra Holdings Corp.			55%	54%	65%
Global Homes and Communities, Inc.			55%	54%	-
Southwoods Ecocentrum Corp. (formerly Fil-Estate Ecocentrum Corp.)			55%	30%	36%
Philippine Aquatic Leisure Corp.			55%	30%	36%
Megaworld Central Properties, Inc.			51%	51%	50%
Townsquare Development, Inc.			50%	50%	49%
Golden Panda-ATT Realty Corporation		(g)	50%	50%	-
La Fuerza, Inc.	LFI	(g)	45%	45%	-
Fil-Estate Industrial Park, Inc.			44%	43%	51%
Megaworld-Daewoo Corporation	MDC		40%	40%	39%
Laguna Bel-Air School, Inc.			40%	40%	38%
Eastwood Cinema 2000, Inc.			37%	37%	35%
Gilmore Property Marketing Associates Inc.	GPMAI		35%	35%	47%
Megaworld Globus Asia, Inc.			34%	34%	33%
Philippine International Properties, Inc.			34%	34%	32%
Sherwood Hills Development Inc.			30%	30%	36%
Oceanfront Properties, Inc.	OFPI		28%	27%	32%
Boracay Newcoast Hotel Group, Inc.	BNHGI	(n), 12.5	-	-	65%
<b>Emperador and subsidiaries</b>					
Emperador Inc.	EMP or Emperador	(o)	82%	81%	88%
Emperador Distillers, Inc.	EDI		82%	81%	88%
Emperador International Ltd.	EIL	(c)	82%	81%	88%
The Bar Beverage, Inc.			82%	81%	88%
Bodega San Bruno, SL	BSB	(p)	82%	81%	88%
Bodegas Fundador SLU	BFS	(p)	82%	-	-
Emperador Europe SARL	EES	(p)	82%	81%	88%
Emperador Asia Pte Ltd.	EA	(p)	82%	81%	-
Grupo Emperador Spain, S.A.	GES	(p)	82%	81%	-

Subsidiaries/Associates/ Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI		
			2015	2014	2013
<b>Subsidiaries</b>					
<b>Emperador and subsidiaries</b>					
Emperador Holdings (GB) Limited.	EGB	(p)	82%	81%	-
Emperador UK Limited	EUK	(p)	82%	81%	-
Whyte and Mackay Group Limited	WMG	(p)	82%	81%	-
Whyte and Mackay Limited	WML	(p)	82%	81%	-
Whyte and Mackay Warehousing Ltd.	WMWL	(p)	82%	81%	-
Cocos Vodka Distillers Philippines, Inc.		(h)	82%	-	-
Anglo Watsons Glass, Inc.	AWGI		64%	81%	88%
<b>GADC and subsidiaries</b>					
Golden Arches Development Corporation	GADC		49%	49%	49%
Golden Arches Realty Corporation			49%	49%	49%
Clark Mac Enterprises, Inc.			49%	49%	49%
Advance Food Concepts Manufacturing, Inc.	AFCMI		49%	46%	46%
Onzal Development Corp.	ODC	(i)	49%	-	-
Golden Laoag Foods Corporation			38%	38%	38%
Davao City Food Industries, Inc.			37%	37%	37%
Red Asian Food Solutions			37%	37%	34%
First Golden Laoag Ventures			34%	34%	34%
Retiro Golden Foods, Inc.			34%	34%	34%
McDonald's Anonas City Center			34%	34%	34%
McDonald's Puregold Taguig			29%	29%	29%
Golden City Food Industries, Inc.	GCFII	(g), 12.8	29%	29%	-
McDonald's Bonifacio Global City			27%	27%	27%
Molino First Golden Foods, Inc.	MFGFI	(g)	26%	26%	-
GY Alliance Concepts, Inc.	GYACI	(g)	19%	19%	-
<b>Travellers and subsidiaries</b>					
Travellers International Hotel Group, Inc.	Travellers	(q)	47%	47%	42%
APEC Assets Limited	APEC		47%	47%	42%
Bright Leisure Management, Inc.			47%	47%	42%
Deluxe Hotels and Recreation, Inc.			47%	47%	42%
Entertainment City Integrated Resorts & Leisure, Inc.			47%	47%	42%
Grand Integrated Hotels and Recreation, Inc.			47%	47%	42%
Grandservices, Inc.			47%	47%	42%
Grandventure Management Services, Inc.			47%	47%	42%
Lucky Star Hotels and Recreation, Inc.			47%	47%	42%
Majestic Sunrise Leisure & Recreation, Inc.			47%	47%	42%
Net Deals, Inc.			47%	47%	42%
Newport Star Lifestyle, Inc.			47%	47%	42%
Royal Bayshore Hotels & Amusement, Inc.			47%	47%	42%
FHTC Entertainment & Production, Inc.	FHTC		47%	47%	42%
Bright Pelican Leisure and Production, Inc.			47%	47%	42%
Golden Peak Leisure and Recreation, Inc.			47%	47%	42%
Westside City Resorts World, Inc. (formerly Resorts World Bayshore City, Inc.)	WCRWI	(r)	47%	47%	45%
Purple Flamingos Amusement and Leisure Corporation			47%	47%	45%
Red Falcon Amusement and Leisure Corporation			47%	47%	45%
Agile Fox Amusement and Leisure Corporation		(h)	47%	-	-
Aquamarine Delphinium Leisure and Recreation, Inc.		(h)	47%	-	-
Brilliant Apex Hotels and Leisure Corporation		(h)	47%	-	-
Coral Primrose Leisure and Recreation Corporation		(h)	47%	-	-
Lucky Panther Amusement and Leisure Corporation		(h)	47%	-	-
Luminescent Vertex Hotels and Leisure Corporation		(h)	47%	-	-

Subsidiaries/Associates/ Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI		
			2015	2014	2013
<b>Travellers and subsidiaries</b>					
Magenta Centaurus Amusement and Leisure Corporation		(h)	47%	-	-
Sapphire Carnation Leisure and Recreation Corporation		(h)	47%	-	-
Scarlet Milky Way Amusement and Leisure Corporation		(h)	47%	-	-
Sparkling Summit Hotels and Leisure Corporation		(h)	47%	-	-
Valiant Leopard Amusement and Leisure Corporation		(h)	47%	-	-
Vermillion Triangulum Amusement and Leisure Corporation		(h)	47%	-	-
Westside Theatre Inc.		(h)	47%	-	-
<b>Corporate and Others</b>					
New Town Land Partners, Inc.	N'TLPI		100%	100%	100%
Tradewind Estates, Inc.			100%	100%	100%
Great American Foods, Inc.		(s)	100%	100%	100%
McKester America, Inc.		(s)	100%	100%	100%
Alliance Global Brands, Inc.			100%	100%	100%
McKester Pik-nik International Limited	MPIL	(e)	100%	100%	100%
Venezia Universal Ltd.		(e)	100%	100%	100%
Travellers Group Ltd.		(e)	100%	100%	100%
Alliance Global Group Cayman Islands, Inc.	AG Cayman	(d)	100%	100%	100%
Greenspring Investment Holdings Properties Ltd.	Greenspring	(e)	100%	100%	100%
Shiok Success International, Ltd.		(e)	100%	100%	100%
Dew Dreams International, Ltd.		(e)	100%	100%	100%
First Centro, Inc.	FCI		100%	100%	75%
Oceanic Realty Group International, Inc.			100%	100%	75%
ERA Real Estate Exchange, Inc.			100%	100%	75%
Global One Real Estate Spain, SAU		(t)	100%	100%	-
Adams Properties, Inc.	Adams		60%	60%	60%
<b>Associates</b>					
Bonifacio West Development Corporation	BWDC	12.4	31%	31%	-
Suntrust Home Developers, Inc.	SHDI	12.3	29%	29%	27%
First Oceanic Property Management, Inc.		(u)	29%	29%	27%
Citylink Coach Services, Inc.		(u)	29%	29%	27%
Palm Tree Holdings and Development Corporation	PTHDC		27%	27%	26%
BNHGI		(n), 12.5	25%	32%	-
Fil-Estate Network, Inc.	FENI		11%	11%	13%
Fil-Estate Sales, Inc.	FESI		11%	11%	13%
Fil-Estate Realty and Sales Associates, Inc.	FERSAI		11%	11%	13%
Fil-Estate Realty Corp.	FERC		11%	11%	13%
Pacific Coast Mega City, Inc.	PCMCI	12.2	11%	-	-
Nasugbu Properties, Inc.	NPI		8%	8%	9%
LFI			-	-	32%
Genting-Star Tourism Academy, Inc.	GSTAI	29.5	-	-	20%
<b>Joint Ventures</b>					
Front Row Theatre Management, Inc.	FRTMI	(v), 12.7	50%	-	-
Bodegas Las Copas, SL	BLC	(w), 12.6	41%	41%	-
GCFII		(g), 12.8	-	-	25%

Explanatory notes:

- (a) AGI's effective ownership interest is derived from its 44% direct ownership and 3% direct holdings of FCI, 18% direct holdings of N'TLPI and 2% holdings of other subsidiaries
- (b) AGI and Megaworld directly owns 49% and 51%, respectively
- (c) A subsidiary of AGI through 60% and 40% direct ownership of EELHI and FCI, respectively
- (d) Foreign subsidiaries operating under the laws of the Cayman Islands
- (e) Foreign subsidiaries operating under the Business Companies Act of the British Virgin Islands (BVI)
- (f) Incorporated subsidiaries in 2014

- (g) Acquired subsidiaries in 2014
- (h) Newly incorporated subsidiaries in 2015
- (i) Newly acquired subsidiaries in 2015
- (j) Effective ownership over SMI increased due to additional subscriptions made by Megaworld in 2015.
- (k) A subsidiary of AGI through 60% and 40% direct ownership of GERI and Megaworld, respectively
- (l) A subsidiary of AGI through 50/50 ownership of Travellers and Megaworld
- (m) AGI's effective ownership interest represents its indirect holdings through Megaworld, which owns 82% and 80% of GERI as at December 31, 2015 and 2014, respectively, and no direct holdings. In 2013, AGI's effective ownership interest is composed of 49% direct ownership and 16% indirect ownership through Megaworld.
- (n) In 2013, FEPI owns 100% ownership interest over BNHGI. In 2014, FEPI disposed 40% of its ownership interest over BNHGI. FEPI lost its control over BNHGI thereby reclassifying it as an associate.
- (o) In 2014, AGI's effective ownership over EMP decreased as a result of issuance of capital stock of EMP.
- (p) Subsidiaries under EIL. EA is operating under the laws of Singapore while GES and its subsidiaries BSB and BFS are operating under the laws of Spain. EES is operating under the laws of Luxembourg. EGB (the ultimate UK parent) is operating under the laws of England and Wales. EUK, WMG, WML and WMWL are operating under the laws of Scotland. EA, EES and EGB are direct subsidiaries of EIL.
- (q) At end of 2013, Travellers' common shares are directly owned 11% by AGI, 3% by FCI, 6% by Megaworld, 46% by Adams, 24% by Genting Hongkong Limited (GHL) and 10% by the public. In 2014, AGI increased its common stock ownership to 25% while Megaworld decreased to 2% due to acquisition of Travellers' shares from Megaworld.
- (r) Incorporated in 2013. Effective ownership in 2013 is through 20% direct ownership, 6% through 10% ownership of Megaworld, 4% through 5% ownership of FCI and 15% through 25% ownership of Adams. In 2014, Travellers subscribed to the increase in authorized capital stock of RWBCI resulting to 95% direct ownership. AGI direct ownership decreased to 1%.
- (s) Foreign subsidiaries of MPIL operating under the laws of United States of America
- (t) Acquired subsidiary in 2014 operating under the laws of Spain
- (u) Subsidiaries of SHDI, an associate of Megaworld
- (v) A joint venture through FHTC
- (w) A foreign joint venture under GES and operating under the laws of Spain

The Company, its subsidiaries and associates are incorporated and operating in the Philippines, except for such foreign subsidiaries and associates as identified in the preceding table (see explanatory notes d, e, p, s, t and w above).

AGI's shares of stock and those of Megaworld, EMP, Travellers, GERI, EELHI and SHDI are listed in and traded through the PSE.

The principal activities of the Group are further described in Note 4.

The Company's registered office and primary place of business is located at 7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark, 188 E. Rodriguez, Jr. Avenue, Bagumbayan, Quezon City.

The Board of Directors (BOD) approved on April 12, 2016, the issue of the consolidated financial statements of the Group as at and for the year ended December 31, 2015 (including the comparative financial statements as at and for the year ended December 31, 2014 and for the year ended December 31, 2013).

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies that have been used in the preparation of these consolidated financial statements are summarized below and in the succeeding pages. The policies have been consistently applied to all the years presented, unless otherwise stated.

### **2.1 Basis of Preparation of Consolidated Financial Statements**

#### *(a) Statement of Compliance with Philippine Financial Reporting Standards*

The consolidated financial statements of the Group have been prepared in accordance with Philippine Financial Reporting Standards (PFRS). PFRS are adopted by the Financial Reporting Standards Council (FRSC) from the pronouncements issued by the International Accounting Standards Board and approved by the Philippine Board of Accountancy.

The consolidated financial statements have been prepared using the measurement bases specified by PFRS for each type of asset, liability, income and expense. The measurement bases are more fully described in the accounting policies that follow.

#### *(b) Presentation of Consolidated Financial Statements*

The consolidated financial statements are presented in accordance with Philippine Accounting Standard (PAS) 1, *Presentation of Financial Statements*. The Group presents all items of income and expenses in a single consolidated statement of comprehensive income.

The Group presents a third consolidated statement of financial position as at the beginning of the preceding period when it applies an accounting policy retrospectively, or makes a retrospective restatement or reclassification of items that has a material effect on the information in the consolidated statement of financial position at the beginning of the preceding period. The related notes to the third consolidated statement of financial position are not required to be disclosed.

Certain accounts in the 2014 consolidated statement of comprehensive income were reclassified to conform to the current year presentation, which did not have a material impact on the Group's consolidated financial statements.

#### *(c) Functional and Presentation Currency*

These consolidated financial statements are presented in Philippine pesos, the Company's functional and presentation currency, and all values represent absolute amounts except when otherwise indicated.

Items included in the consolidated financial statements of the Group are measured using the Company's functional currency (see Note 2.18). Functional currency is the currency of the primary economic environment in which the Company operates.



## **2.2 Basis of Consolidation**

The Group's consolidated financial statements comprise the financial statements of the Company and its subsidiaries, as enumerated in Note 1, after the elimination of material intercompany transactions. All intercompany balances and transactions with subsidiaries, including income, expenses, dividends and unrealized profits and losses from intercompany transactions that are recognized in assets are eliminated in full. Intercompany losses that indicate impairment are recognized in the consolidated financial statements.

In addition, shares of stock of the Company acquired by any of its subsidiaries are recognized as treasury shares and these are presented as deduction in the consolidated statement of changes in equity at cost (see Note 2.14). Any changes in their market values, as recognized separately by the subsidiaries, are likewise eliminated in full. Gain or loss on the sale of these treasury shares is presented as addition to or deduction from additional paid-in capital (APIC).

The financial statements of subsidiaries are prepared for the same reporting period as that of the Company, using consistent accounting principles. Financial statements of entities in the Group that are prepared as of a date different from that of the date of these consolidated financial statements were adjusted to recognize the effects of significant transactions or events that occur between that date of their reporting period and the date of these consolidated financial statements. Adjustments are also made to bring into line any dissimilar accounting policies that may exist.

The Group accounts for its investments in subsidiaries and associates, interests in joint arrangements, and transactions with non-controlling interest as follows:

### *(a) Investments in Subsidiaries*

Subsidiaries are entities (including structured entities) over which the Group has control. The Group controls an entity when it is exposed or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Company controls another entity.

Subsidiaries are consolidated from the date the Group obtains control until such time that such control ceases. The Group reassesses whether or not it controls an entity if facts and circumstances indicate that there are changes to one or more of the three elements of controls indicated above. Accordingly, entities are deconsolidated from the date that control ceases.

The acquisition method is applied to account for acquired subsidiaries (see Note 2.10). This requires recognizing and measuring the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquiree. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group, if any. The consideration transferred also includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred and subsequent change in the fair value of contingent consideration is recognized directly in profit or loss.

Identifiable assets acquired and liabilities, including contingent liabilities, assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognizes any non-controlling interest in the acquired entity, either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of acquiree's identifiable net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any existing equity interest in the acquiree over the acquisition-date fair value of identifiable net assets acquired is recognized as goodwill. If the consideration transferred is less than the fair value of the net assets of the subsidiary acquired, in the case of a bargain purchase, the difference is recognized directly as gain in profit or loss (see Note 2.10).

(b) *Investments in Associates*

Associates are those entities over which the Group is able to exert significant influence but not control and which are neither subsidiaries nor interests in a joint venture. Investments in associates are initially recognized at cost and subsequently accounted for using the equity method.

Acquired investment in associate is subject to the purchase method of accounting. Any goodwill or fair value adjustment attributable to the Group's share in the associate is included in the amount recognized as investment in an associate. Goodwill represents the excess of acquisition cost over the fair value of the Group's share of the identifiable net assets of the acquiree at the date of acquisition.

All subsequent changes to the ownership interest in the equity of the associates are recognized in the Group's carrying amount of the investments. Changes resulting from the profit or loss generated by the associates are credited or charged against the Share in Net Profits (Losses) of Associates and Joint Ventures account in the consolidated statement of comprehensive income. These changes include subsequent depreciation, amortization and impairment of the fair value adjustments of the associate's assets and liabilities.

Impairment loss is provided when there is objective evidence that the investment in associates will not be recovered (see Note 2.19).

Changes resulting from other comprehensive income of the associates or items that have been directly recognized in the associates' equity, for example, resulting from the associates' accounting for available-for-sale (AFS) financial assets, are recognized in other comprehensive income or equity of the Group, as applicable.

Any non-income related equity movements of the associate that arise, for example, from the distribution of dividends or other transactions with the associates' shareholders are charged against the proceeds received or granted. No effect on the Group's net result or equity is recognized in the course of these transactions. However, when the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognize further losses, unless it has incurred obligations or made payments in behalf of the associate. If the associate subsequently reports profits, the Group resumes recognizing its share of those profits only after its share of the profits exceeded the accumulated share of losses that has previously not been recognized. Distributions received from the associates are accounted for as a reduction of the carrying value of the investment.

Unrealized gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

(c) *Interests in Joint Arrangements*

For interest in a joint operation, the Group recognizes in its consolidated financial statements its share of the assets that it controls, the liabilities and the expenses that it incurs and its share in the income from the sale of goods or services by the joint operation. No adjustments or other consolidation procedures are required since the assets, liabilities, income and expenses of the joint operation are recognized in the separate financial statements of the operators.

For interest in a joint venture, the Group recognizes in its consolidated financial statements its interest using the equity method. Under the equity method, the interest in a joint venture is initially recognized at cost and the carrying amount is increased or decreased to recognize the Group's share in the profit or loss of the joint venture after the date of acquisition. Unrealized gains arising from transactions with joint venture are eliminated to the extent of the Group's interest in joint venture against the related investment. Unrealized losses are eliminated similarly but only to the extent that there is no evidence of impairment of the asset transferred.

(d) *Transactions with Non-controlling Interest*

The Group's transactions with non-controlling interest that do not result in loss of control are accounted for as equity transactions – that is, as transaction with the owners of the Group in their capacity as owners. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of the net assets of the subsidiary is recognized in equity. Disposals of equity investments to non-controlling interest that result in gains and losses for the Group are also recognized in equity.

When the Group ceases to have control over a subsidiary, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognized in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognized in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognized in other comprehensive income are reclassified to profit or loss.

The Parent Company holds beneficial interests in various subsidiaries and associates as presented in Notes 1 and 12.

### **2.3 Adoption of New and Amended PFRS**

#### *(a) Effective in 2015 that are Relevant to the Group*

The Group adopted for the first time the following amendment and annual improvements to PFRS, which are mandatorily effective for annual periods beginning on or after July 1, 2014, for its annual reporting period beginning January 1, 2015:

PAS 19 (Amendment)	:	Employee Benefits – Defined Benefit Plans – Employee Contributions
Annual Improvements	:	Annual Improvements to PFRS (2010-2012 Cycle) and PFRS (2011-2013 Cycle)

Discussed below and in the succeeding pages are the relevant information about these amendment and improvements.

- (i) PAS 19 (Amendment), *Employee Benefits – Defined Benefit Plans – Employee Contributions*. The amendment clarifies that if the amount of the contributions to defined benefit plans from employees or third parties is dependent on the number of years of service, an entity shall attribute the contributions to periods of service using the same attribution method (i.e., either using the plan’s contribution formula or on a straight-line basis) for the gross benefit. The amendment did not have a significant impact on the Group’s consolidated financial statements since the Group’s defined benefit plans do not require employees or third parties to contribute to the benefit plans.
- (ii) Annual Improvements to PFRS. Annual improvements to PFRS (2010-2012 Cycle) and PFRS (2011-2013 Cycle) made minor amendments to a number of PFRS. Among those improvements, the following amendments are relevant to the Group but have no material impact on the Group’s consolidated financial statements:

#### *Annual Improvements to PFRS (2010-2012 Cycle)*

- PFRS 2 (Amendment), *Share-based Payment*. The amendment clarifies the definition of “vesting condition” and “market condition” and defines “performance condition” and a “service condition.”

- PFRS 3 (Amendment), *Business Combinations*. This amendment clarifies that an obligation to pay contingent consideration which meets the definition of a financial instrument is classified as a financial liability or as equity in accordance with PAS 32, *Financial Instruments: Presentation*. It also clarifies that all non-equity contingent consideration should be measured at fair value at the end of each reporting period, with changes in fair value recognized in profit or loss.
- PFRS 8 (Amendment), *Operating Segments*. This amendment requires disclosure of the judgements made by management in applying the aggregation criteria to operating segments. This includes a description of the segments which have been aggregated and the economic indicators which have been assessed in determining that the aggregated segments share similar economic characteristics. It further clarifies the requirement to disclose for the reconciliations of segment assets to the entity's assets if that amount is regularly provided to the chief operating decision maker.
- PAS 16 (Amendment), *Property, Plant and Equipment* and PAS 38 (Amendment), *Intangible Assets*. The amendments clarify that when an item of property, plant and equipment and intangible assets is revalued, the gross carrying amount is adjusted in a manner that is consistent with a revaluation of the carrying amount of the asset.
- PAS 24 (Amendment), *Related Party Disclosures*. The amendment clarifies that an entity providing key management services to a reporting entity is deemed to be a related party of the latter. It also clarifies that the information required to be disclosed in the financial statements are the amounts incurred by the reporting entity for key management personnel services that are provided by a separate management entity and not the amounts of compensation paid or payable by the management entity to its employees or directors.

*Annual Improvements to PFRS (2011-2013 Cycle)*

- PFRS 3 (Amendment), *Business Combinations*. The amendment clarifies that PFRS 3 does not apply to the accounting for the formation of any joint arrangement under PFRS 11, *Joint Arrangement*, in the financial statements of the joint arrangement itself.
- PFRS 13 (Amendment), *Fair Value Measurement*. The amendment clarifies that the scope of the exception for measuring the fair value of a group of financial assets and financial liabilities on a net basis (the portfolio exception) applies to all contracts within the scope of and accounted for in accordance with PAS 39, *Financial Instruments: Recognition and Measurement*, or PFRS 9, *Financial Instruments*, regardless of whether they meet the definition of financial assets or financial liabilities as defined in PAS 32, *Financial Instruments: Presentation*.

- PAS 40 (Amendment), *Investment Property*. The amendment clarifies the interrelationship of PFRS 3, *Business Combinations*, and PAS 40 in determining the classification of property as an investment property or owner-occupied property, and explicitly requires an entity to use judgment in determining whether the acquisition of an investment property is an acquisition of an asset or a group of asset in accordance with PAS 40 or a business combination in accordance with PFRS 3.

(b) *Effective Subsequent to 2015 but are not Adopted Early*

There are new PFRS, amendments and annual improvements to existing standards that are effective for periods subsequent to 2015 which are adopted by the FRSC. Management will adopt the following relevant pronouncements in accordance with their transitional provisions, and, unless otherwise stated, none of these are expected to have significant impact on the Group's consolidated financial statements:

- (i) PAS 1 (Amendment), *Presentation of Financial Statements – Disclosure Initiative* (effective from January 1, 2016). The amendment encourages entities to apply professional judgment in presenting and disclosing information in the financial statements. Accordingly, it clarifies that materiality applies to the whole financial statements and an entity shall not reduce the understandability of the financial statements by obscuring material information with immaterial information or by aggregating material items that have different natures or functions. Moreover, the amendment clarifies that an entity's share of other comprehensive income of associates and joint ventures accounted for using equity method should be presented based on whether or not such other comprehensive income item will subsequently be reclassified to profit or loss. It further clarifies that in determining the order of presenting the notes and disclosures, an entity shall consider the understandability and comparability of the financial statements.
- (ii) PAS 16 (Amendment), *Property, Plant and Equipment* and PAS 38 (Amendment), *Intangible Assets – Clarification of Acceptable Methods of Depreciation and Amortization* (effective from January 1, 2016). The amendment in PAS 16 clarifies that a depreciation method that is based on revenue that is generated by an activity that includes the use of an asset is not appropriate for property, plant and equipment. In addition, amendment to PAS 38 introduces a rebuttable presumption that an amortization method that is based on the revenue generated by an activity that includes the use of an intangible asset is not appropriate, which can only be overcome in limited circumstances where the intangible asset is expressed as a measure of revenue, or when it can be demonstrated that revenue and the consumption of the economic benefits of an intangible asset are highly correlated. The amendment also provides guidance that the expected future reductions in the selling price of an item that was produced using the asset could indicate an expectation of technological or commercial obsolescence of an asset, which may reflect a reduction of the future economic benefits embodied in the asset.

- (iii) PAS 16 (Amendment), *Property, Plant and Equipment*, and PAS 41 (Amendment), *Agriculture – Bearer Plants* (effective from January 1, 2016). The amendment defines a bearer plant as a living plant that is used in the production or supply of agricultural produce, is expected to bear produce for more than one period and has a remote likelihood of being sold as agricultural produce, except for incidental scrap sales. On this basis, bearer plant is now included within the scope of PAS 16 rather than PAS 41, allowing such assets to be accounted for as property, plant and equipment and to be measured after initial recognition at cost or revaluation basis in accordance with PAS 16. The amendment further clarifies that produce growing on bearer plants remains within the scope of PAS 41.
- (iv) PAS 27 (Amendment), *Separate Financial Statements – Equity Method in Separate Financial Statements* (effective from January 1, 2016). This amendment introduces a third option which permits an entity to account for its investments in subsidiaries, joint ventures and associates under the equity method in its separate financial statements in addition to the current options of accounting those investments at cost or in accordance with PAS 39, *Financial Instruments: Recognition and Measurement*, or PFRS 9, *Financial Instruments*. As of the end of the reporting period, the Parent Company has no plan to change the accounting policy for its investments in its subsidiaries.
- (v) PAS 28 (Amendment), *Investments in Associates and Joint Ventures – Investment Entities – Applying the Consolidation Exception* (effective from January 1, 2016). This amendment addresses the concerns that have arisen in the context of applying the consolidation exception for investment entities. This amendment permits a non-investment entity investor, when applying the equity method of accounting for an associate or joint venture that is an investment entity, to retain the fair value measurement applied by that investment entity associate or joint venture to its interests in subsidiaries.
- (vi) PFRS 11 (Amendment), *Joint Arrangements – Accounting for Acquisitions of Interest in Joint Operations* (effective from January 1, 2016). The amendment requires the acquirer of an interest in a joint operation in which the activity constitutes a business as defined in PFRS 3, *Business Combinations*, to apply all accounting principles and disclosure requirements on business combinations under PFRS 3 and other PFRSs, except for those principles that conflict with the guidance in PFRS 11.
- (vii) PFRS 9 (2014), *Financial Instruments* (effective from January 1, 2018). This new standard on financial instruments will eventually replace PAS 39 and PFRS 9 (2009, 2010 and 2013 versions). This standard contains, among others, the following:
- three principal classification categories for financial assets based on the business model on how an entity is managing its financial instruments;
  - an expected loss model in determining impairment of all financial assets that are not measured at fair value through profit or loss (FVTPL) which generally depends on whether there has been a significant increase in credit risk since initial recognition of a financial asset; and,

- a new model on hedge accounting that provides significant improvements principally by aligning hedge accounting more closely with the risk management activities undertaken by entities when hedging their financial and non-financial risk exposures.

In accordance with the financial asset classification principle of PFRS 9 (2014), a financial asset is classified and measured at amortized cost if the asset is held within a business model whose objective is to hold financial assets in order to collect the contractual cash flows that represent solely payments of principal and interest (SPPI) on the outstanding principal. Moreover, a financial asset is classified and subsequently measured at fair value through other comprehensive income if it meets the SPPI criterion and is held in a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets. All other financial assets are measured at FVTPL.

In addition, PFRS 9 (2014) allows entities to make an irrevocable election to present subsequent changes in the fair value of an equity instrument that is not held for trading in other comprehensive income.

The accounting for embedded derivatives in host contracts that are financial assets is simplified by removing the requirement to consider whether or not they are closely related, and, in most arrangements, do not require separation from the host contract.

For liabilities, the standard retains most of the PAS 39 requirements which include amortized cost accounting for most financial liabilities, with bifurcation of embedded derivatives. The amendment also requires changes in the fair value of an entity's own debt instruments caused by changes in its own credit quality to be recognized in other comprehensive income rather than in profit or loss.

The Group does not expect to implement and adopt PFRS 9 (2014) until its effective date. In addition, management is currently assessing the impact of PFRS 9 (2014) on the consolidated financial statements of the Group and it will conduct a comprehensive study of the potential impact of this standard prior to its mandatory adoption date to assess the impact of all changes.

- (viii) PFRS 10 (Amendment), *Consolidated Financial Statements* and PAS 28 (Amendment), *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associates or Joint Venture* (effective date deferred indefinitely). The amendment to PFRS 10 requires full recognition in the investor's financial statements of gains or losses arising on the sale or contribution of assets that constitute a business as defined in PFRS 3, *Business Combinations*, between an investor and its associate or joint venture. Accordingly, the partial recognition of gains or losses (i.e., to the extent of the unrelated investor's interests in an associate or joint venture) only applies to those sale of contribution of assets that do not constitute a business. Corresponding amendment has been made to PAS 28 to reflect these changes.



In addition, PAS 28 has been amended to clarify that when determining whether assets that are sold or contributed constitute a business, an entity shall consider whether the sale or contribution of those assets is part of multiple arrangements that should be accounted for as a single transaction. In December 2015, the IASB deferred the mandatory effective date of the amendment (i.e., January 1, 2016) indefinitely.

- (ix) Annual Improvements to PFRS. Annual improvements to PFRS (2012-2014 Cycle) (effective from January 1, 2016). Among those improvements, the following amendments are relevant to the Group but management does not expect a material impact on the Group's consolidated financial statements:
- PFRS 7 (Amendment), *Financial Instruments – Disclosures*. The amendment provides additional guidance to help entities identify the circumstances under which a contract to “service” financial assets is considered to be a continuing involvement in those assets for the purposes of applying the disclosure requirements of PFRS 7. Such circumstances commonly arise when, for example, the servicing is dependent on the amount or timing of cash flows collected from the transferred asset or when a fixed fee is not paid in full due to non-performance of that asset.
  - PAS 19 (Amendment) *Employee Benefits*. The amendment clarifies that the currency and term of the highly quality corporate bonds which were used to determine the discount rate for post-employment benefit obligations shall be made consistent with the currency and estimated term of the post-employment benefit obligation.

## 2.4 *Financial Assets*

Financial assets are recognized when the Group becomes a party to the contractual terms of the financial instrument. For purposes of classifying financial assets, an instrument is considered as an equity instrument if it is non-derivative and meets the definition of equity for the issuer in accordance with the criteria of PAS 32, *Financial Instruments: Presentation*.

### (a) *Classification and Measurement of Financial Assets*

Financial assets other than those designated and effective as hedging instruments are classified into the following categories: financial assets at FVTPL, loans and receivables, held-to-maturity investments and AFS financial assets. Financial assets are assigned to the different categories by management on initial recognition, depending on the purpose for which the investments were acquired.

Regular purchases and sales of financial assets are recognized on their trade date. All financial assets that are not classified as at FVTPL are initially recognized at fair value plus any directly attributable transaction costs. Financial assets carried at FVTPL are initially recorded at fair value and the related transaction costs are recognized in profit or loss. A more detailed description of the categories of financial assets currently relevant to the Group is presented in the succeeding page.

(i) *Financial Assets at FVTPL*

This category includes financial assets that are either classified as held-for-trading or that meets certain conditions and are designated by the entity to be carried at FVTPL upon initial recognition. All derivatives fall into this category, except for those designated and effective as hedging instruments. Assets in this category are classified as current if they are either held for trading or are expected to be realized within 12 months from the end of the reporting period.

Financial assets at FVTPL are measured at fair value, and changes therein are recognized in profit or loss. Financial assets (except derivatives and financial instruments originally designated as financial assets at FVTPL) may be reclassified out of FVTPL category if they are no longer held for the purpose of being sold or repurchased in the near term.

The Group's financial assets included in this category consist mainly of investments in marketable debt and equity securities and derivative instruments.

(ii) *Loans and Receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Group provides money, goods or services directly to a debtor with no intention of trading the receivables. They are included in current assets, except for maturities greater than 12 months after the end of each reporting period, which are classified as non-current assets.

The Group's financial assets categorized as loans and receivables are presented as Cash and Cash Equivalents, Trade and Other Receivables (except Advances to contractors and suppliers), Advances to associates and other related parties (included under Investments in and Advances to Associates and Other Related Parties account), Time deposits (included under Other Current Assets account) and Refundable security deposits (included under Other Non-current Assets account). Cash and cash equivalents include cash on hand, demand deposits and short-term, highly liquid investments readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

Loans and receivables are subsequently measured at amortized cost using the effective interest method, less impairment loss, if any.

(iii) *AFS Financial Assets*

This category includes non-derivative financial assets that are either designated to this category or do not qualify for inclusion in any of the other categories of financial assets. They are included in non-current assets classification in the consolidated statement of financial position unless management intends to dispose of the investment within 12 months after the end of the reporting period.

All financial assets within this category are subsequently measured at fair value, except for equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured which are measured at cost, less impairment loss, if any. Gains and losses from changes in fair value are recognized in other comprehensive income, net of any income tax effects, and are reported as part of the Net Unrealized Gains (Losses) on Available-for-sale Financial Assets account in equity, except for interest and dividend income, impairment losses and foreign exchange differences on monetary assets, which are recognized in profit or loss.

When the financial asset is disposed of or is determined to be impaired, the cumulative fair value gains or losses recognized in Net Unrealized Gains (Losses) on Available-for-sale Financial Assets is reclassified from equity to profit or loss and is presented as reclassification adjustment within consolidated other comprehensive income even though the financial asset has not been derecognized.

*(b) Impairment of Financial Assets*

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial asset is impaired. The Group recognizes impairment loss based on the category of financial assets as follows:

*(i) Carried at Amortized Cost – Loans and Receivables*

If there is objective evidence that an impairment loss on loans and receivables carried at amortized cost has been incurred, the amount of the impairment loss is determined as the difference between the assets' carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred), discounted at the financial asset's original effective interest rate or current effective interest rate determined under the contract if the loan has a variable interest rate.

The carrying amount of the asset shall be reduced either directly or through the use of an allowance account. The amount of loss shall be recognized in profit or loss.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized (such as an improvement in the debtor's credit rating), the previously recognized impairment loss is reversed by adjusting the allowance account. The reversal shall not result in a carrying amount of the financial asset that exceeds what the amortized cost would have been had the impairment not been recognized at the date of the impairment is reversed. The amount of reversal is recognized in profit or loss.

*(ii) Carried at Cost – AFS Financial Assets*

If there is objective evidence of impairment for any of the unquoted equity instruments that is not carried at fair value because its fair value cannot be reliably measured, or on a derivative asset that is linked to and required to be settled by delivery of such an unquoted equity instrument, impairment loss is recognized. The amount of impairment loss is the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed.

*(iii) Carried at Fair Value – AFS Financial Assets*

When a decline in the fair value of an AFS financial asset has been recognized in other comprehensive income and there is objective evidence that the asset is impaired, the cumulative loss – measured as the difference between the acquisition cost (net of any principal repayment and amortization) and current fair value, less any impairment loss on that financial asset previously recognized in profit or loss – is reclassified from Revaluation Reserves to profit or loss as a reclassification adjustment even though the financial asset has not been derecognized.

Impairment losses recognized in profit or loss on equity instruments are not reversed through profit or loss. Reversal of impairment losses are recognized in other comprehensive income, except for financial assets that are debt securities which are recognized in profit or loss only if the reversal can be objectively related to an event occurring after the impairment loss was recognized.

*(c) Items of Income and Expense Related to Financial Assets*

All income and expenses, including impairment loss, relating to financial assets that are recognized in profit or loss are presented as part of Finance and Other Income and Finance Costs and Other Charges in the consolidated statement of comprehensive income.

Non-compounding interest, dividend income and other cash flows resulting from holding financial assets are recognized in profit or loss when earned, regardless of how the related carrying amount of financial assets is measured.

*(d) Derecognition of Financial Assets*

The financial assets (or where applicable, a part of a financial asset or part of a group of financial assets) are derecognized when the contractual rights to receive cash flows from the financial instruments expire, or when the financial assets and all substantial risks and rewards of ownership have been transferred to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

## **2.5 Inventories**

Inventories are valued at the lower of cost and net realizable value (NRV). Cost is determined using weighted average method, except for food, supplies and other consumables which use the first-in, first-out method. Finished goods and work-in-process include the cost of raw materials, direct labor and a proportion of manufacturing overhead (including an element of depreciation) based on normal operating capacity. The cost of raw materials include all costs directly attributable to acquisitions, such as the purchase price, import duties and other taxes that are not subsequently recoverable from taxing authorities.

NRV is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale. NRV of raw materials, spare parts and other operating supplies is the current replacement cost.

Real estate for sale are carried at the lower of cost and NRV. Cost includes costs incurred for development and improvement of the properties and borrowing costs on loans directly attributable to the projects which were capitalized during construction (see Note 2.16). Accounting policies for real estate development transactions are discussed in more detail in Note 2.6.

## **2.6 Real Estate Transactions**

Acquisition costs of raw land intended for future development, including other costs and expenses incurred to effect the transfer of title of the property to the Group, are charged to the Land for Future Development account. These costs are reclassified to Property Development Costs account when the development of the property starts. Related property development costs are then accumulated in this account. Borrowing costs on certain loans, if any, incurred during the development of the real estate properties are also capitalized by the Group as part of Property Development Costs (see Note 2.16). Once a revenue transaction occurs on a per project basis, up to the stage the unit is sold, the related property development costs are reclassified to Real Estate for Sale classified under Inventories account (see Note 2.5) in the consolidated statement of financial position.

The cost of real estate property sold before completion of the development, if any, is determined based on the actual costs incurred to date plus estimated costs to complete the development of the property (see Note 24). The estimated expenditures for the development of sold real estate property, as determined by the project engineers, are presented as part of Cost of Goods Sold in the consolidated statement of comprehensive income with a corresponding credit to the liability account, Reserve for property development account under Other Liabilities account in the consolidated statement of financial position (see Note 20).

Costs of properties and projects accounted for as Land for Future Development, Property Development Costs and Real Estate for Sale are assigned using specific identification of their individual costs. These properties and projects are valued at the lower of cost and NRV.

The Group recognizes the effect of revisions in the total project cost estimates in the year in which these changes become known. Any impairment loss from a real estate project is charged to operations during the period in which the loss is determined.

## **2.7 Other Assets**

Other assets presented either under current or non-current assets classification in the consolidated statement of financial position pertain to other resources controlled by the Group as a result of past events. They are recognized in the consolidated financial statements when it is probable that the future economic benefits will flow to the entity and the asset has a cost or value that can be measured reliably.

Where future economic benefits are expected to flow to the Group beyond one year after the end of the reporting period (or in the normal operating cycle of the business, if longer), such assets are classified as non-current assets.

## **2.8 Property, Plant and Equipment**

Property, plant and equipment, except land, are stated at cost less accumulated depreciation, amortization and any impairment in value. As no finite useful life for land can be determined, the related carrying amount is not depreciated. Land held for use in production or administration is stated at cost less any impairment in value.

The cost of an asset comprises its purchase price and directly attributable costs of bringing the asset to working condition for its intended use, including borrowing costs (see Note 2.16) and asset retirement obligation (ARO) relating to property and equipment installed/constructed on leased properties [see Note 3.2(n)]. GADC is legally required under various lease agreements to dismantle the installations and restore the leased sites at the end of the lease term. It is also a Group's policy to remove permanent improvements or additions which contain designs and configurations inherent to GADC's business signs, trademarks, trade names, patent and other similar intellectual property rights belonging to McDonald's Corporation (McDonald's) upon the termination or expiration of lease contract. The present value of ARO is recognized as part of the balance of the related property, plant and equipment accounts, which are being depreciated on a straight-line basis over the shorter of the useful life of the related asset or the lease term. The outstanding ARO as at the end of the reporting period is presented as part of Other Non-current Liabilities account in the consolidated statements of financial position.

Expenditures for additions, major improvements and renewals are capitalized; expenditures for repairs and maintenance are charged to expense as incurred.

Depreciation is computed on the straight-line basis over the estimated useful lives of the assets as follows:

Buildings and land improvements	5 to 50 years
Condominium units	10 to 25 years
Machinery and equipment	2 to 12 years
Fixtures and other equipment	3 to 10 years
Transportation equipment	3 to 10 years

Leasehold improvements are amortized over the life of the assets of 5 to 40 years or the term of the lease, whichever is shorter.

Construction in progress represents properties under construction and is stated at cost. This includes cost of construction, applicable borrowing costs (see Note 2.16) and other direct costs. The account is not depreciated until such time that the assets are completed and available for use.

An asset's carrying amount is written-down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (see Note 2.19).

Fully depreciated and amortized assets are retained in the accounts until they are no longer in use and no further charge for depreciation and amortization is made in respect of those assets.

The residual values, estimated useful lives and method of depreciation of property, plant and equipment are reviewed, and adjusted if appropriate, at each reporting period.

An item of property, plant and equipment, including the related accumulated depreciation, amortization and impairment losses, is derecognized upon sale or disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in profit or loss in the year the item is derecognized.

### ***2.9 Investment Property***

Properties held for lease under operating lease agreements, which comprise mainly of land, buildings and condominium units, are classified as Investment Property and are carried at cost less accumulated depreciation and any impairment in value, except for land which is not subjected to depreciation (see Note 2.19).

Cost capitalization, depreciation, impairment loss and asset derecognition are recorded in the same manner as in Property, Plant and Equipment (see Note 2.8). Depreciation of investment property (excluding land) is computed using the straight-line method over the estimated useful lives of the assets ranging from 5 to 50 years.

Transfers to, or from, investment property shall be made when and only when there is a change in use or purpose for such property.

### ***2.10 Business Combinations***

Business acquisitions are accounted for using the acquisition method of accounting. The cost of an acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognized in profit or loss in the consolidated statement of comprehensive income as incurred.

Where appropriate, the cost of acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at its fair value at the date of acquisition.

Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognized in accordance with PAS 37, *Provisions, Contingent Liabilities and Contingent Assets*, either in profit or loss or to other comprehensive income. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed as of the date of acquisition that if known, would have affected the amounts recognized as of that date. The measurement period is the period from the date of acquisition to the date the Group receives complete information about facts and circumstances that existed as of the acquisition date and is subject to a maximum of one year.

If the business combination is achieved in stages, the acquirer is required to remeasure its previously held equity interest in the acquiree at its fair value at the date of acquisition (the date the Group attains control) and recognize the resulting gain or loss, if any, in profit or loss or other comprehensive income, as appropriate. Amounts arising from interests in the acquiree prior to the date of acquisition that have previously been recognized in other comprehensive income are reclassified to profit or loss in the consolidated statement of comprehensive income, where such treatment would be appropriate if such interests were disposed of.

Gains and losses on the disposal of an interest in a subsidiary include the carrying amount of the related goodwill (see Note 2.11).

### ***2.11 Intangible Assets***

Intangible assets include goodwill, trademarks, leasehold rights and computer software. Except goodwill and some specific trademarks, all other intangible assets have finite lives and are carried at cost less accumulated amortization and any impairment in value. Goodwill and certain trademarks are not amortized, but are reviewed for impairment at least annually.

Goodwill represents the excess of the cost of investment in shares of stocks over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less any accumulated impairment losses. Any impairment loss is recognized immediately in profit or loss and is not subsequently reversed (see Note 2.19).

For the purpose of impairment testing, goodwill is allocated to cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The cash-generating units or groups of cash-generating units are identified according to operating segment.

Negative goodwill which is the excess of the Group's interest in the net fair value of net identifiable assets acquired over acquisition cost is recognized directly to income. On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the consolidated profit or loss on disposal.



The cost of trademarks, leasehold rights and computer software includes the acquisition price and other direct costs. Capitalized costs are amortized on a straight-line basis over the estimated useful life of 10 and 3 years, for trademarks [except specific trademarks with indefinite useful lives (see Note 15)] and computer software, respectively, and over the term of the lease for leasehold rights. Capitalized costs for trademarks with indefinite useful lives are not amortized. In addition, these assets are subject to impairment testing as described in Note 2.19. When these assets are retired or otherwise disposed of, the cost and the related accumulated amortization and any impairment in value are removed from the accounts. Any resulting gain or loss is credited to or charged against current operations.

Costs associated with maintaining computer software and any costs associated with research activities are recognized as expense in profit or loss as incurred.

## ***2.12 Financial Liabilities***

The categories of financial liabilities relevant to the Group are more fully described below and in the succeeding pages.

### *(a) Financial Liabilities at FVTPL*

Financial liabilities are classified in this category if they are held-for-trading or derivative transactions that are not accounted for as accounting hedges, or when the Group elects to designate a financial liability under this category.

The Group occasionally uses derivative financial instruments, such as foreign exchange forward contracts and interest rate swaps. Such derivative financial instruments are initially recognized at fair value on the date on which the derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative, which are presented under the Other Assets or Other Liabilities (current and non-current) account in the consolidated statement of financial position.

The Group's derivative instruments provide economic hedges under the Group's policies but are not designated as accounting hedges. Consequently, any gains or losses arising from changes in fair value are taken directly to net profit or loss for the period.

### *(b) Financial Liabilities at Amortized Costs*

This category pertains to financial liabilities that are not held-for-trading or not designated as FVTPL upon inception of the liability. These include liabilities arising from operations or borrowings.

Financial liabilities, which include Interest-bearing Loans, Bonds Payable, Trade and Other Payables (except tax-related payables), Advances from Related Parties, Equity-linked debt securities (presented as part of Other Non-current Liabilities), Redeemable Preferred Shares and Guarantee Deposits are recognized when the Group becomes a party to the contractual agreements of the instrument.

All interest-related charges incurred on financial liabilities are recognized as an expense in profit or loss under the caption Finance Costs and Other Charges in the consolidated statement of comprehensive income.

Interest-bearing Loans, Bonds Payable and Equity-linked debt securities are raised for support of long-term funding of operations. These are recognized at proceeds received, net of direct issue costs. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are charged to profit or loss on an accrual basis using the effective interest method and are added to the carrying amount of the instrument to the extent that these are not settled in the period in which they arise.

Trade and Other Payables, Advances from Related Parties and Guarantee Deposits are recognized initially at their fair values and subsequently measured at amortized cost, using effective interest method for maturities beyond one year, less settlement payments.

Redeemable Preferred Shares of GADC and TLC which are mandatorily redeemable at the option of the holder, are recognized at fair value, net of transaction costs, on inception date and presented as liability in the consolidated statement of financial position; the liability is subsequently measured at amortized cost. The corresponding accretion of the liability and the dividends paid on those shares are charged as part of Interest expense under Finance Costs and Other Charges account in the consolidated statement of comprehensive income.

Dividend distributions to shareholders are recognized as financial liabilities when the dividends are declared by the BOD.

Financial liabilities are classified as current liabilities if payment is due to be settled within one year or less after the end of the reporting period (or in the normal operating cycle of the business, if longer), or the Group does not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period. Otherwise, these are presented as non-current liabilities.

Financial liabilities are derecognized from the consolidated statement of financial position only when the obligations are extinguished either through discharge, cancellation or expiration.

### ***2.13 Provisions and Contingencies***

Provisions are recognized when present obligations will probably lead to an outflow of economic resources and they can be estimated reliably even if the timing or amount of the outflow may still be uncertain. A present obligation arises from the presence of a legal or constructive commitment that has resulted from past events.

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the end of the reporting period, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. When time value of money is material, long-term provisions are discounted to their present values using a pretax rate that reflects market assessments and the risks specific to the obligation. The increase in the provision due to passage of time is recognized as interest expense. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate.

In those cases where the possible outflow of economic resource as a result of present obligations is considered improbable or remote, or the amount to be provided for cannot be measured reliably, no liability is recognized in the consolidated financial statements. Similarly, possible inflows of economic benefits to the Group that do not yet meet the recognition criteria of an asset are considered contingent assets, hence, are not recognized in the consolidated financial statements. On the other hand, any reimbursement that the Group can be virtually certain to collect from a third party with respect to the obligation is recognized as a separate asset not exceeding the amount of the related provision.

#### ***2.14 Equity***

Capital stock represents the nominal value of shares that have been issued.

APIC includes any premiums received on the issuance or reissuance of capital stock. Any transaction costs associated with such issuances of shares are deducted from APIC, net of any related income tax benefits. Excess of proceeds over acquisition cost of treasury shares is also added to APIC.

Treasury shares are AGI shares reacquired by the Company but not cancelled or AGI shares held by subsidiaries for investment purposes. These are carried at cost of reacquiring such shares (see Note 2.2).

Net actuarial gains or losses on retirement benefit plan pertain to actuarial gains or losses from remeasurement of retirement benefit obligation.

Net unrealized fair value gains or losses on AFS financial assets pertains to cumulative mark-to-market valuations on such securities [see Note 2.4(a)].

Accumulated translation adjustments represent the translation adjustments resulting from the conversion of foreign currency denominated financial statements of certain subsidiaries into the Group's presentation currency (see Note 2.18).

Dilution gain or loss arises when an investor or the Group exercises its pre-emptive rights to maintain its ownership interest in an investee. This represents the difference between the book value per share in an investee versus the Group's offer price at the time the rights are exercised. This also includes the Group's share in previous period's profit (loss) as a result of the current increase (decrease) in equity ownership over its subsidiaries. Dilution gain or loss is recognized on investments of which the Group continues to exercise control.

Share options represent the value of share options during vesting period upon recognition of share-based remuneration expense in profit or loss [see Note 2.20(d)].

Retained earnings, the appropriated portion of which is not available for dividend declaration, represent all current and prior period results of operations as reported in the profit and loss section of the consolidated statement of comprehensive income, reduced by the amount of dividends declared.

### ***2.15 Revenue and Expense Recognition***

Revenue is recognized to the extent that the revenue can be reliably measured by reference to the fair value of consideration received or receivable by the Group; it is probable that future economic benefits will flow to the Group; and the costs incurred or to be incurred can be measured reliably. In addition, the following specific recognition criteria must also be met before revenue is recognized:

- (a) *Sale of goods* – Revenue, net of rebates and trade discounts, is recognized when the risks and rewards of ownership of the goods have passed to the buyer. This is generally when the customer acknowledged delivery of goods.
- (b) *Sale of residential and condominium units [included under Real Estate (RE) Sales]* – For financial reporting purposes, revenues from transactions covering sales of residential and condominium units are recognized under the percentage-of-completion method. Under this method, realization of gross profit is recognized by reference to the stage of development of the properties (i.e., revenue is recognized in the period in which the work is performed). The unrealized gross profit on a year's sales is presented as Deferred gross profit on RE sales (under Cost of Goods Sold account) in the consolidated statement of comprehensive income; the cumulative unrealized gross profit as of the end of the year is shown as Deferred income on real estate sales (under Other Current and Non-current Liabilities) in the consolidated statement of financial position.

The sale is recognized when a certain percentage of the total contract price has already been collected. If the transaction does not yet qualify as sale, the deposit method is applied until all conditions for recording the sale are met. Pending the recognition of sale, payments received from buyer are initially recorded as Customers' deposits and presented as part of Other Liabilities (current and non-current) in the consolidated statement of financial position. Revenues and costs relative to forfeited or back out sales are reversed in the current year.

For tax reporting purposes, a modified basis of computing the taxable income for the year based on collections from real estate sales is used by the Group.

- (c) *Interest income on real estate sales* – considered in the determination of total revenue for real estate sales (see Note 23). It is recognized when interest accrues taking into account the underlying sale of real estate under installment method through in-house financing (not through externally financed home loans obtained by customers).
- (d) *Sale of undeveloped land and golf and resort shares (included under RE Sales)* – Revenues on sale of undeveloped land and golf and resort shares for sale are recognized using the full accrual method. Under the full accrual method, revenue is recognized when the risks and rewards of ownership have passed to the buyer and the amount of revenue can be measured reliably.

- (e) *Construction contracts* – Revenue is recognized when the performance of contractually agreed tasks have been substantially rendered using the cost recovery and percentage-of-completion methods. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined.
- (f) *Gaming revenues* – Revenue is recognized from net wins from gaming activities which represent the difference between coins and currencies deposited into the gaming machines and the payments to customers and, for other games, the difference between gaming wins and losses.
- (g) *Revenue from hotel operations* – Revenue from hotel operations is recognized when services are rendered. This is presented under Revenue from Rendering of Services (see Note 23).
- (h) *Sales from Company-operated quick-service restaurants* – Revenue from restaurant sales operations are recognized when the services are rendered, that is, food and beverage products or promotional items purchased by customers have been delivered and accepted by the customers.
- (i) *Franchise revenues* – Revenue from franchised McDonald's restaurants (including the restaurant operated by a joint venture) includes continuing rental, royalty and management fees. These are recognized in the period earned.
- (j) *Rentals* – Rental income is recognized on a straight-line basis over the duration of the lease terms. For tax purposes, rental income is recognized based on the contractual terms of the lease. Advance rentals and refundable rental deposits, if any, are recorded as deferred rental. Deferred rental, specifically the refundable rental deposit, is measured at amortized cost using the effective interest rate method.
- (k) *Interest* – Revenue is recognized as the interest accrues taking into account the effective yield on the asset.
- (l) *Dividends* – Revenue is recognized when the right to receive the payment is established.

Revenue and expenses are recognized excluding the amount of value-added tax (VAT).

The Group provides a membership card for its gaming patrons (i.e., of Travellers). Members earn points on gaming activity and such points are redeemable for complimentary goods and services such as room accommodations, food, beverages and others. Members may also earn special coupons or awards as determined during marketing promotions. The Group records revenue for the original transaction and a provision (and a corresponding recognition of promotional allowances in profit or loss) for the value of the points earned by members by reference to the relative fair values of the complimentary goods or services.

Costs of residential and condominium units sold before completion of the projects include the acquisition cost of the land, development costs incurred to date, applicable borrowing costs (see Note 2.16) and estimated costs to complete the project, determined based on estimates made by the project engineers (see Note 2.6).

Cost and expenses (other than cost of real estate sales) are recognized in profit or loss upon utilization of the services or receipt of the goods or at the date they are incurred.

All finance costs are reported in profit or loss on an accrual basis, except capitalized borrowing costs which are included as part of the cost of the related qualifying asset (see Note 2.16).

### **2.16 Borrowing Costs**

Borrowing costs are recognized as expenses in the period in which they are incurred, except to the extent that they are capitalized. Borrowing costs that are attributable to the acquisition, construction or production of a qualifying asset (i.e., an asset that takes a substantial period of time to get ready for its intended use or sale) are capitalized as part of the cost of such asset. The capitalization of borrowing costs commences when expenditures for the asset are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalization ceases when substantially all such activities are complete.

### **2.17 Leases**

The Group accounts for its leases as follows:

#### *(a) Group as Lessee*

Leases which transfer to the Group substantially all risks and benefits incidental to ownership of the leased item are classified as finance leases and are recognized as assets and liabilities in the consolidated statement of financial position at amounts equal to the fair value of the leased property at the inception of the lease or, if lower, at the present value of minimum lease payments. Lease payments are apportioned between the finance costs and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability.

Finance costs are recognized in profit or loss. Capitalized leased assets are depreciated over the shorter of the estimated useful life of the asset or the lease term.

Leases which do not transfer to the Group substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating lease payments (net of any incentive received from the lessor) are recognized as expense in profit or loss on a straight-line basis over the lease term. Associated costs, such as repairs and maintenance and insurance, are expensed as incurred.

#### *(b) Group as Lessor*

Leases wherein the Group substantially transfers to the lessee all risks and benefits incidental to ownership of the leased item are classified as finance leases and are presented as receivable at an amount equal to the Group's net investment in the lease. Finance income is recognized based on the pattern reflecting a constant periodic rate of return on the Group's net investment outstanding in respect of the finance lease.

Leases which do not transfer to the lessee substantially all the risks and benefits of ownership of the asset are classified as operating leases. Lease income from operating leases is recognized in profit or loss on a straight-line basis over the lease term.

The Group determines whether an arrangement is, or contains, a lease based on the substance of the arrangement. It makes an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

## ***2.18 Foreign Currency Transactions and Translation***

### *(a) Transactions and Balances*

Foreign currency transactions during the period are translated into the functional currency at exchange rates which approximate those prevailing on transaction dates.

Foreign currency gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the consolidated statement of comprehensive income.

### *(b) Translation of Financial Statements of Foreign Subsidiaries*

The operating results and financial position of foreign subsidiaries (see Note 1) which are measured using the United States (U.S.) dollars, British pound sterling and European Union euro, their functional currencies, are translated to Philippine pesos, the Company's functional currency as follows:

- (i)* Assets and liabilities for each statement of financial position presented are translated at the closing rate at the end of the reporting period;
- (ii)* Income and expenses for each profit or loss account are translated at the average exchange rates over the reporting period (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and,
- (iii)* All resulting exchange differences are recognized in other comprehensive income and in a separate component of equity under Accumulated Translation Adjustments account.

When a foreign operation is partially disposed of or sold, such exchange differences are recognized in the consolidated statement of comprehensive income as part of the gain or loss on sale.

The translation of the financial statements into Philippine peso should not be construed as a representation that the foreign currency amounts could be converted into Philippine peso amounts at the translation rates or at any other rates of exchange.

### ***2.19 Impairment of Non-financial Assets***

The Group's Investments in Associates and Joint Ventures, Intangible Assets, Investment Property, Property, Plant and Equipment and other non-financial assets are subject to impairment testing. Intangible assets with an infinite useful life or those not yet available for use are tested for impairment at least annually. All other individual assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

For purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, assets are tested for impairment either individually or at the cash-generating unit level.

Impairment loss is recognized for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amounts which is the higher of its fair value less costs to sell and its value in use. In determining value in use, management estimates the expected future cash flows from each cash-generating unit and determines the suitable interest rate in order to calculate the present value of those cash flows.

All assets are subsequently reassessed for indications that an impairment loss previously recognized may no longer exist and the carrying amount of the asset is adjusted to the recoverable amount resulting in the reversal of the impairment loss.

### ***2.20 Employee Benefits***

The Group provides post-employment benefits to employees through a defined benefit plan, as well as a defined contribution plan, and other employee benefits which are recognized as follows:

#### ***(a) Post-employment Benefit Plan***

A defined benefit plan is a post-employment plan that defines an amount of post-employment benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and salary. The legal obligation for any benefits from this kind of post-employment plan remains with the Group, even if plan assets for funding the defined benefit plan have been acquired. Plan assets may include assets specifically designated to a long-term benefit fund, as well as qualifying insurance policies. The Group's post-employment defined benefit pension plans cover all regular full-time employees. The respective pension plans are tax-qualified, noncontributory and administered by respective trustees of three significant subsidiaries.



The liability recognized in the consolidated statement of financial position for a defined benefit plan is the present value of the defined benefit obligation (DBO) at the end of the reporting period less the fair value of plan assets. The DBO is calculated annually by independent actuaries using the projected unit credit method. The present value of the DBO is determined by discounting the estimated future cash outflows using a discount rate derived from the interest rates of a zero coupon government bonds as published by Philippine Dealing and Exchange Corporation, that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related post-employment liability.

Remeasurements, comprising of actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions and the return on plan assets (excluding amount included in net interest) are reflected immediately in the consolidated statement of financial position with a charge or credit recognized in consolidated other comprehensive income in the period in which they arise. Net interest is calculated by applying the discount rate at the beginning of the period, taking account of any changes in the net defined benefit liability or asset during the period as a result of contributions and benefit payments. Net interest is reported as part of Finance and Other Income or Finance Costs and Other Charges account in the consolidated statement of comprehensive income.

Past-service costs are recognized immediately in profit or loss in the period of a plan amendment or curtailment.

*(b) Post-employment Contribution Plan*

A defined contribution plan is a post-employment plan under which the Group pays fixed contributions into an independent entity (i.e., Social Security System). The Group has no legal or constructive obligations to pay further contributions after payment of the fixed contribution. The contributions recognized in respect of defined contribution plans are expensed as they fall due. Liabilities and assets may be recognized if underpayment or prepayment has occurred and are included in current liabilities or current assets as they are normally of a short term nature.

*(c) Termination Benefits*

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognizes termination benefits when it is demonstrably committed to either: (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or (ii) providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(d) *Share-based Employee Remuneration*

The Group grants share options to key executive officers and employees eligible under each share option plan of the Parent Company, Megaworld, GERI and EMP. The services received in exchange for the grant, and the corresponding share options, are valued by reference to the fair value of the equity instruments granted at grant date. This fair value excludes the impact of non-market vesting conditions (for example profitability and sales growth targets and performance conditions), if any. The share-based remuneration is recognized as an expense in profit or loss and the corresponding share option is recorded in the equity section of the consolidated statement of financial position.

The expense is recognized during the vesting period based on the best available estimate of the number of share options expected to vest. The estimate is subsequently revised, if necessary, such that it equals the number that ultimately vested on vesting date. No subsequent adjustment is made to expense after vesting date, even if share options are ultimately not exercised.

Upon exercise of share option, the proceeds received net of any directly attributable transaction costs up to the nominal value of the shares issued are allocated to capital stock with any excess being recorded as APIC, and the cost of the share option under Share Options account is reclassified to APIC.

(e) *Bonus Plans*

The Group recognizes a liability and an expense for bonuses, based on a formula that takes into consideration the Group's profits after certain adjustments. The Group recognizes a provision where it is contractually obliged to pay the benefits, or where there is a past practice that has created a constructive obligation.

(f) *Compensated Absences*

Compensated absences are recognized for the number of paid leave days (including holiday entitlement) remaining at the end of the reporting period. They are included in Trade and Other Payables account in the consolidated statement of financial position at the undiscounted amount that the Group expects to pay as a result of the unused entitlement.

## **2.21 Income Taxes**

Tax expense recognized in profit or loss comprises the sum of deferred tax and current tax not recognized in other comprehensive income or directly in equity, if any.

Current tax assets or liabilities comprise those claims from, or obligations to, fiscal authorities relating to the current or prior reporting period, that are uncollected or unpaid at the end of the reporting period. They are calculated using the tax rates and tax laws applicable to the fiscal periods to which they relate, based on the taxable profit for the year. All changes to current tax assets or liabilities are recognized as a component of tax expense in profit or loss.

Deferred tax is accounted for using the liability method, on temporary differences at the end of the reporting period between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes. Under the liability method, with certain exceptions, deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for all deductible temporary differences and the carryforward of unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilized. Unrecognized deferred tax assets are reassessed at the end of each reporting period and are recognized to the extent that it has become probable that future taxable profit will be available to allow such deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled provided such tax rates have been enacted or substantively enacted at the end of the reporting period.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amounts of its assets and liabilities.

Most changes in deferred tax assets or liabilities are recognized as a component of tax expense in consolidated profit or loss. Only changes in deferred tax assets or liabilities that relate to items recognized in other comprehensive income or directly in equity are recognized in other comprehensive income or directly in equity, respectively.

Deferred tax assets and deferred tax liabilities are offset if the Group has a legally enforceable right to set-off current tax assets against current tax liabilities and the deferred taxes relate to the same entity and the same taxation authority.

## ***2.22 Earnings per Share***

Basic earnings per share (EPS) is computed by dividing net profit attributable to equity holders of the parent company by the weighted average number of shares issued and outstanding, adjusted retroactively for any stock dividend, stock split or reverse stock split declared during the current period.

Diluted EPS is computed by adjusting the weighted average number of ordinary shares outstanding to assume conversion of dilutive potential shares (e.g. vested share options – see Note 21.5).

## ***2.23 Segment Reporting***

Operating segments are reported in a manner consistent with the internal reporting provided to the Group's Strategic Steering Committee (SSC); its chief operating decision-maker. The SSC is responsible for allocating resources and assessing performance of the operating segments.

In identifying its operating segments, management generally considers the Group's major subsidiaries, as disclosed in Note 4, which represent the main products and services provided by the Group and the line of business in which the Group operates.

Each of these operating segments, which represent the major subsidiaries within the Group, is managed separately by each respective officers and management. All inter-segment transfers are carried out at arm's length prices.

The measurement policies the Group uses for segment reporting under PFRS 8, *Operating Segments*, are the same as those used in its financial statements. However, corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to any segment.

There have been no changes from prior periods in the measurement methods used to determine reported segment profit or loss.

#### ***2.24 Related Party Transactions and Relationships***

Related party transactions are transfers of resources, services or obligations between the Group and its related parties, regardless whether a price is charged.

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. These parties include: (a) individuals owning, directly or indirectly through one or more intermediaries, control or are controlled by, or under common control with the Company; (b) associates; (c) individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the Group and close members of the family of any such individual; and, (d) certain funded retirement plans, administered by trustee banks, of three significant subsidiaries.

In considering each possible related party relationship, attention is directed to the substance of the relationship and not merely on the legal form.

#### ***2.25 Events After the End of the Reporting Period***

Any post-year-end event that provides additional information about the Group's consolidated financial position at the end of the reporting period (adjusting event) is reflected in the consolidated financial statements. Post-year-end events that are not adjusting events, if any, are disclosed when material to the consolidated financial statements.

### **3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES**

The preparation of the Group's consolidated financial statements in accordance with PFRS requires management to make judgments and estimates that affect the amounts reported in the consolidated financial statements and related notes. Judgments and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may ultimately differ from these estimates.

### **3.1 Critical Management Judgments in Applying Accounting Policies**

In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimation, which have the most significant effect on the amounts recognized in the consolidated financial statements:

(a) *Assessing Impairment of AFS Financial Assets*

The determination when an investment is other-than-temporarily impaired requires significant judgment. In making this judgment, the Group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost, and the financial health of and near-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flows.

(b) *Distinguishing Investment Properties, Owner-Occupied Properties and Land for Future Development*

The Group determines whether a property qualifies as an investment property. In making its judgment, the Group considers whether the property generates cash flows largely independent of the other assets held by an entity.

Investment property comprise of properties held to earn rental or for capital appreciation. Owner-occupied properties generate cash flows that are attributable not only to the property but also to other assets used in the production or supply process while Land for Future Development are properties intended solely for future development. The Group considers each property separately in making its judgment.

Some properties comprise a portion that is held to earn rental or for capital appreciation and another portion that is held for use in the Group's main line of business or for administrative purposes. If these portions can be sold separately (or leased out separately under finance lease), the Group accounts for the portions separately. If the portions cannot be sold separately, the property is accounted for as investment property only if an insignificant portion is held for use in the Group's main line of business or for administrative purposes. Judgment is applied in determining whether ancillary services are so significant that a property does not qualify as investment property. The Group considers each property separately in making its judgment.

(c) *Distinguishing Residential and Condominium Units for Sale and Investment Properties*

Residential and condominium units comprise properties that are held for sale in the ordinary course of business. Meanwhile, investment properties comprise of land and buildings which are not occupied substantially for use by, or in the operations of, the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and capital appreciation. The Group considers management's intention over these assets in making its judgement.

(d) *Distinguishing AFS Financial Assets and Golf and Resort Shares*

In determining whether golf and resort shares shall be accounted for as either inventories or financial instruments, the Group considers its role in the development of the club and its intent for holding these shares. The Group classifies such shares as inventories when the Group acts as the developer and it intends to sell a developed property together with the club share.

(e) *Determining Control, Joint Control or Significant Influence*

Judgment is exercised in determining whether the Group has control, joint control or significant influence over an entity. In assessing each interest over an entity, the Group considers voting rights, representation on the board of directors or equivalent governing body of the investee, participation in policy-making process and all other facts and circumstances, including terms of any contractual arrangement.

(f) *Distinguishing Asset Acquisition and Business Combinations*

The Group acquires entities that own real estate properties. At the time of acquisition, Group considers whether the acquisition represents the acquisition of a business.

The Group accounts for an acquisition as a business combination where an integrated set of activities is acquired in addition to the property. More specifically, consideration is made with regard to the extent to which significant processes are acquired and, in particular, the extent of ancillary services provided by the Group (e.g., maintenance, cleaning, security, bookkeeping, hotel services, etc.). The significance of any process is judged with reference to the guidance in PAS 40, *Investment Property*, on ancillary services.

In 2015 and 2014, the Group gained control over various entities as described in Note 1. Based on management's assessment, the acquisition of MBPI in 2015 was accounted for as an asset acquisition; hence, no goodwill or gain on acquisition was recognized. MBPI is engaged in the same line of business as Megaworld. All other acquisitions in 2015 and 2014 were accounted for as business combinations.

(g) *Distinguishing Operating and Finance Leases*

The Group has entered into various lease agreements. Critical judgment was exercised by management to distinguish each lease agreement as either an operating or a finance lease by looking at the transfer or retention of significant risk and rewards of ownership of the properties covered by the agreements. Failure to make the right judgment will result in either overstatement or understatement of assets and liabilities.

(h) *Classifying Preferred Shares as Financial Liability*

The Group determines the classification of preferred shares based on the substance of the contractual agreement and the characteristics of a financial liability or an equity instrument (see Note 19).

(i) *Recognizing Provisions and Contingencies*

Judgment is exercised by management to distinguish between provisions and contingencies. Policies on recognition of provisions and contingencies are discussed in Note 2.13 and disclosures on relevant provisions and contingencies are presented in Note 30.

### **3.2 Key Sources of Estimation Uncertainty**

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period:

*(a) Revenue Recognition Using the Percentage-of-Completion Method*

The Group uses the percentage-of-completion method in accounting for its realized gross profit on real estate sales. The use of the percentage-of-completion method requires the Group to estimate the portion completed using relevant information such as costs incurred to date as a proportion of the total budgeted cost of the project and estimates by engineers and other experts [see Note 2.15(b)]. Should the proportion of the percentage of completed projects differ by 5% from management's estimates, the effect on the amount of revenue recognized is not significant.

There were no changes in the assumptions or basis for estimation during the year. The realized gross profit on real estate sales recognized in 2015, 2014 and 2013 is disclosed in Note 23.

*(b) Impairment of Trade and Other Receivables*

Adequate amount of allowance for impairment is provided for specific and groups of accounts, where objective evidence of impairment exists. The Group evaluates the amount of allowance for impairment based on available facts and circumstances affecting the collectibility of the accounts, including, but not limited to, the length of the Group's relationship with the customers, the customers' current credit status, average age of accounts, collection experience and historical loss experience. The methodology and assumptions used in estimating future cash flows are reviewed regularly by the Group to reduce any differences between loss estimates and actual loss experience.

The carrying value of trade and other receivables and the analysis of allowance for impairment on such financial assets are shown in Note 6.

*(c) Valuation of Inventories and Real Estate Properties*

In determining the net realizable values of inventories and real estate properties, management takes into account the most reliable evidence available at the dates the estimates are made. Net realizable value is one of the key variables used in analyzing property development costs, residential and condominium units for sale, golf and resort shares for sale and land for future development for possible impairment. The Group's core business is subject to changes in market factors that directly affect the demand for inventories and real estate properties such as purchasing power of consumers, degree of competition, and other market-related factors. Future realization of the carrying amounts of these assets is also affected by price changes in the costs incurred necessary to make a sale. Changes in the sources of estimation may cause significant adjustments to the Group's inventories and real estate properties within the next financial reporting period.

The amounts of allowance for inventory obsolescence made by management are based on, among others, age and status of inventories and the Group's past experience. The net realizable value of inventories and an analysis of allowance for inventory write-down are presented in Note 8.

Considering the Group's pricing policy, the net realizable values of certain real estate properties are higher than their related costs.

(d) *Fair Valuation of Financial Assets Other than Trade and Other Receivables*

The Group carries certain financial assets at fair value, which requires the extensive use of accounting estimates and judgment. Significant components of fair value measurement are determined using verifiable objective evidence such as foreign exchange rates, interest rates and volatility rates. However, the amount of changes in fair value would differ if the Group utilized different valuation methods and assumptions. Any change in fair value of these financial assets and liabilities would affect profit and loss and other comprehensive income.

Management estimates the fair value of financial instruments where active market quotes are not available based on market inputs, using observable data that market participants would use in pricing the instrument. Where such data is not observable, management uses its best estimate. Estimated fair values of financial instruments may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

The carrying amounts of financial assets at FVTPL and AFS financial assets are disclosed in Notes 7 and 11, respectively.

(e) *Fair Valuation of Investment Properties*

Investment properties are measured using the cost model. The fair value disclosed in Note 14 to the consolidated financial statements were estimated either by: (i) using the fair value of similar properties in the same location and condition; or, (ii) using the discounted cash flows valuation technique since the information on current or recent prices of certain investment property is not available. The Group uses assumptions that are mainly based on market conditions existing at each reporting period, such as: the receipt of contractual rentals; expected future market rentals; void periods; maintenance requirements; and appropriate discount rates. These valuations are regularly compared to actual market yield data and actual transactions by the Group and those reported by the market. The expected future market rentals are determined on the basis of current market rentals for similar properties in the same location and condition.

(f) *Determining Realizable Amount of Deferred Tax Assets*

The Group reviews its deferred tax assets at the end of each reporting period and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. The carrying values of recognized and unrecognized deferred tax assets as of December 31, 2015 and 2014 are disclosed in Note 28.1.



(g) *Fair Valuation of Share Options*

The Group estimates the fair value of the Executive Share Option (the Options) by applying an option valuation model, considering the terms and conditions on which the executive share option were granted. The estimates and assumptions used are presented in Note 21.5 which include, among other things, the option's time of expiration, applicable risk-free interest rate, expected dividend yield, volatility of the share price (i.e., the Parent Company, Megaworld, GERI and EMP) and fair value of the specific common shares. Changes in these factors can affect the fair value of share options at grant date.

The fair value of the Options recognized as part of Salaries and employee benefits is shown under Other Operating Expenses account in the consolidated statement of comprehensive income (see Note 25). A corresponding credit to Share Options Outstanding for options related to the Group is presented in the equity portion of the consolidated statement of financial position (see Note 21.5).

(h) *Estimating Useful Lives of Property, Plant and Equipment, Investment Property and Intangible Assets*

The Group estimates the useful lives of property, plant and equipment, investment property and intangible assets with finite lives based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment, investment property and intangible assets are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

Specific trademarks mentioned in Note 15 were assessed to have an indefinite useful lives considering that there is no foreseeable limit to the period over which such trademarks are expected to generate cash inflows for the Group (i.e., trademarks for The Dalmore and Jura have been in existence for more than 100 years. Moreover, there are no legal or similar limits imposed on the period over which the Group has control or can use the said trademarks.

The carrying amounts of property, plant and equipment, investment property and intangible assets are analyzed in Notes 13, 14 and 15, respectively. Actual results, however, may vary due to changes in factors mentioned above.

Based on management assessment, no change in the estimated useful lives of property, plant and equipment, investment property and intangible assets is necessary in 2015 and 2014.

(i) *Impairment of Non-financial Assets*

Goodwill is reviewed annually for impairment. An impairment review on all other non-financial assets is performed when certain impairment indicators are present. The Group's policy on estimating the impairment of non-financial assets is discussed in detail in Note 2.19. Though management believes that the assumptions used in the estimation of fair values reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of recoverable values and any resulting impairment loss could have a material adverse effect on the results of operations.

Impairment loss recognized on Property, Plant and Equipment is discussed in Note 13. There is no impairment loss recognized on the Group's investment properties, intangible assets and other non-financial assets based on management's evaluation for the years ended December 31, 2015, 2014 and 2013.

(j) *Determining Realizable Amount of Deferred Tax Assets*

The Group reviews its deferred tax assets at the end of each reporting period and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. An analysis of the carrying amount of deferred tax assets, which management assessed to be fully utilizable in the coming years, is presented in Note 28.1.

(k) *Valuation of Post-employment Defined Benefit Obligation*

The determination of the Group's obligation and cost of post-employment defined benefit is dependent on the selection of certain assumptions used by actuaries in calculating such amounts. Those assumptions include, among others, discount rates, salary rate increase, and employee turnover rate. A significant change in any of these actuarial assumptions may generally affect the recognized expense and the carrying amount of the post-employment benefit obligation in the next reporting period.

The amounts of post-employment benefit obligation and expense and an analysis of the movements in the estimated present value of post-employment benefit, as well as the significant assumptions used in estimating such obligation are presented in Note 27.2.

(l) *Determining Fair Value of Gaming Points and Estimation of Liability for Unredeemed Gaming Points*

The Group provides gaming points to its patrons based on gaming activity. Gaming points are redeemable in a wide selection of redemption categories. The Group recognizes the fair values of gaming points, based on redemption terms, historical redemption pattern of patrons and fair value of promotional activities per source (i.e., hotel, food and beverage, and others). The Group reassesses the measurement basis used for calculating the fair value of gaming points on a regular basis. The carrying value of the gaming points accrued by the Group is presented as Unredeemed gaming points under Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

(m) *Recognizing Liability and Equity Components of Compound Financial Instruments*

Equity-linked debt securities (ELS) instrument contains both a liability and an equity component as this instrument creates a financial liability and grants an option to the holder to convert it into an equity instrument of the issuer. The equity component is assigned the residual value after deducting from the fair value of the instrument as a whole the amount separately determined for the liability component.

The Group determined the carrying amount of the liability component by measuring the fair value of similar liabilities that do not have an associated equity component. Consequently, after deducting the fair value of the financial liability from the fair value of the compound financial instrument as a whole, it was determined that the equity component of the ELS has no value; hence, no equity component was recognized in the consolidated financial statements. The carrying amount of the ELS is presented as part of Other Non-current Liabilities account in the consolidated statements of financial position (see Note 20).

(n) *Provision for Restoration of Leased Property*

Property, plant and equipment includes the estimated cost of dismantling and restoring leased properties (building and leasehold improvements) to their original condition for which the Group is liable (see Note 2.8). The estimated cost was initially based on a recent cost to dismantle facilities. This was adjusted to consider estimated incremental annual cost up to the end of the lease term. The estimated dismantling cost was discounted using the prevailing market rate at the inception of the lease for an instrument with maturity similar to the term of the lease.

The carrying amount of ARO and provision for dilapidation are presented as part of Other Non-current Liabilities account in the consolidated statements of financial position (see Note 20).

(o) *Provision for Onerous Lease*

The Group determines the provision for leasehold properties which are no longer used in the business for which the recoverable amount of the interest in the property is expected to be insufficient to cover future obligations relating to the lease using discounted cash flows and assumptions relating to future sublet income expectations. A significant change in the credit-adjusted risk-free rate used in discounting the estimated cost and sublet assumptions would result in a significant change in the amount of provision recognized with a corresponding effect on profit or loss.

The carrying amount of provision for onerous lease is presented as part of Other Non-current Liabilities account in the consolidated statements of financial position (see Note 20).

(p) *Business Combinations*

On initial recognition, the assets and liabilities of the acquired business and the consideration paid for them are included in the consolidated financial statements at their fair values. In measuring fair value, management uses estimates of future cash flows and discount rates. Any subsequent change in these estimates would affect the amount of goodwill if the change qualifies as a measurement period adjustment. Any other change would be recognized in consolidated profit or loss in the subsequent period.

## 4. SEGMENT INFORMATION

### 4.1 *Business Segments*

The Group is organized into major business segments, which are the major subsidiaries of the Group. These represent the main products and services provided by the Group and the line of business in which the Group operates (see Note 2.23). Presented below is the basis of the Group in reporting its primary segment information.

- (a) The *Megaworld* segment consists of development of real estate, integrated resorts, leasing of properties and hotel operations business which is primarily undertaken by Megaworld Corporation and subsidiaries, the Group's forerunner in the real estate industry. In 2014, the *GERI* segment was consolidated in this segment as part of the Group's plan to align all its real estate business and to capture the growth in the tourism sector through *GERI*.
- (b) The *Travellers* segment relates to tourism-oriented business that integrates entertainment, hospitality and leisure, including gaming, as that of Resorts World Manila, which is operated by Travellers International Hotel Group, Inc. and subsidiaries.
- (c) The *GADC* segment refers to operations of McDonald's restaurants in the Philippines in accordance with the franchise agreement between *GADC* and McDonald's Corporation, USA.
- (d) The *Emperador* segment refers to the manufacture and distribution of distilled spirits, including the production of glass containers, which is undertaken by *Emperador* Inc. and subsidiaries.
- (e) The *GERI* segment relates to development of integrated tourism estates, leisure-related properties and mixed used towers which is primarily undertaken by Global Estate Resorts, Inc. and subsidiaries. This segment is consolidated with *Megaworld* segment in 2014; hence, *GERI* is no longer presented as a separate business segment beginning 2014.

### 4.2 *Segment Assets and Liabilities*

Segment assets are allocated based on their physical location and use or direct association with a specific segment and they include all operating assets used by a segment and consist principally of operating cash and cash equivalents, trade and other receivables, inventories, property, plant and equipment, intangible assets and investment properties. Segment liabilities include all operating liabilities and consist principally of trade and other payables, interest-bearing loans and bonds payable.

### 4.3 *Intersegment Transactions*

Segment revenues, expenses and performance include sales and purchases between business segments. Such sales and purchases are eliminated in consolidation.

#### 4.4 Analysis of Segment Information

Segment information can be analyzed as follows for the years ended December 31, 2015, 2014 and 2013:

	<b>2015</b>				
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperador</u>	<u>Total</u>
<b>REVENUES</b>					
Sales to external customers	P 43,106,965,673	P 27,719,688,907	P 20,339,823,705	P 43,309,839,802	P 134,476,318,087
Intersegment sales	93,909,127	( 32,929,706 )	-	-	60,979,421
Finance and other revenues	<u>1,791,188,160</u>	<u>116,287,960</u>	<u>81,529,137</u>	<u>350,349,040</u>	<u>2,339,354,297</u>
Segment revenues	44,992,062,960	27,803,047,161	20,421,352,842	43,660,188,842	136,876,651,805
Cost of sales and expenses excluding depreciation and amortization	( <u>27,039,717,335</u> )	( <u>21,557,822,114</u> )	( <u>18,064,249,651</u> )	( <u>34,027,719,502</u> )	( <u>100,689,508,602</u> )
	17,952,345,625	6,245,225,047	2,357,103,191	9,632,469,340	36,187,143,203
Depreciation and amortization	( 1,348,751,764 )	( 1,402,874,562 )	( 1,046,140,030 )	( 639,514,403 )	( 4,437,280,759 )
Finance cost and other charges	( <u>2,722,669,407</u> )	( <u>775,371,564</u> )	( <u>184,499,714</u> )	( <u>543,116,587</u> )	( <u>4,225,657,272</u> )
Profit before tax	13,880,924,454	4,066,978,921	1,126,463,447	8,449,838,350	27,524,205,172
Tax expense	( <u>3,284,678,495</u> )	( <u>49,370,190</u> )	( <u>365,972,332</u> )	( <u>1,489,782,064</u> )	( <u>5,189,803,081</u> )
<b>SEGMENT PROFIT</b>	<b><u>P 10,596,245,959</u></b>	<b><u>P 4,017,608,731</u></b>	<b><u>P 760,491,115</u></b>	<b><u>P 6,960,056,286</u></b>	<b><u>P 22,334,402,091</u></b>
<b>SEGMENT ASSETS AND LIABILITIES</b>					
Segment assets	P 252,105,958,522	P 68,119,691,610	P 13,829,633,657	P 96,600,733,758	P 430,656,017,547
Segment liabilities	104,018,432,250	25,103,384,020	8,939,177,060	41,249,488,480	179,310,481,810

	<u>2014</u>				
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperador</u>	<u>Total</u>
<b>REVENUES</b>					
Sales to external customers	P 38,037,325,483	P 31,557,796,008	P 18,416,598,616	P 31,461,270,278	P 119,472,990,385
Intersegment sales	12,213,404,741	40,887,560	-	-	12,254,292,301
Finance and other revenues	<u>2,778,519,577</u>	<u>114,569,512</u>	<u>331,435,577</u>	<u>489,170,118</u>	<u>3,713,694,784</u>
Segment revenues	53,029,249,801	31,713,253,080	18,748,034,193	31,950,440,396	135,440,977,470
Cost of sales and expenses excluding depreciation and amortization	( <u>25,452,945,290</u> )	( <u>23,568,121,238</u> )	( <u>16,541,609,442</u> )	( <u>23,316,371,477</u> )	( <u>88,879,047,447</u> )
	27,576,304,511	8,145,131,842	2,206,424,751	8,634,068,919	46,561,930,023
Depreciation and amortization	( 1,300,385,226 )	( 1,516,728,535 )	( 919,497,248 )	( 404,805,804 )	( 4,141,416,813 )
Finance cost and other charges	( <u>1,591,978,535</u> )	( <u>1,026,706,225</u> )	( <u>178,478,645</u> )	( <u>102,935,717</u> )	( <u>2,900,099,122</u> )
Profit before tax	24,683,940,750	5,601,697,082	1,108,448,858	8,126,327,398	39,520,414,088
Tax expense	( <u>3,120,330,226</u> )	( <u>75,568,162</u> )	( <u>310,494,049</u> )	( <u>1,904,172,008</u> )	( <u>5,410,564,445</u> )
SEGMENT PROFIT	<u>P 21,563,610,524</u>	<u>P 5,526,128,920</u>	<u>P 797,954,809</u>	<u>P 6,222,155,390</u>	<u>P 34,109,849,643</u>
<b>SEGMENT ASSETS AND LIABILITIES</b>					
Segment assets	P 222,696,668,271	P 62,704,306,464	P 12,260,171,563	P 96,183,811,446	P 393,844,957,744
Segment liabilities	80,666,774,428	23,106,167,980	7,980,931,664	44,775,107,154	156,528,981,226

	<b>2013</b>					
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperador</u>	<u>GERI</u>	<u>Total</u>
<b>REVENUES</b>						
Sales to external customers	P 32,653,375,912	P 33,381,657,306	P 15,810,204,165	P 28,780,897,351	P 1,596,411,020	P 112,222,545,754
Intersegment sales	230,471,593	-	-	-	-	230,471,593
Finance and other revenues	<u>2,464,375,443</u>	<u>( 468,166,961 )</u>	<u>166,496,688</u>	<u>1,083,847,491</u>	<u>162,304,229</u>	<u>3,408,856,890</u>
Segment revenues	35,348,222,948	32,913,490,345	15,976,700,853	29,864,744,842	1,758,715,249	115,861,874,237
Cost of sales and expenses excluding depreciation and amortization	<u>( 21,825,015,956 )</u> 13,523,206,992	<u>( 26,630,377,258 )</u> 6,283,113,087	<u>( 13,828,636,701 )</u> 2,148,064,152	<u>( 21,263,217,401 )</u> 8,601,527,441	<u>( 1,134,896,150 )</u> 623,819,099	<u>( 84,682,143,466 )</u> 31,179,730,771
Depreciation and amortization	<u>( 956,774,624 )</u>	<u>( 2,100,495,592 )</u>	<u>( 758,029,439 )</u>	<u>( 417,026,367 )</u>	<u>( 49,185,167 )</u>	<u>( 4,281,511,189 )</u>
Finance cost and other charges	<u>( 1,378,661,171 )</u>	<u>( 1,342,812,133 )</u>	<u>( 157,527,053 )</u>	<u>( 263,092,696 )</u>	<u>( 107,055,577 )</u>	<u>( 3,249,148,630 )</u>
Profit before tax	11,187,771,197	2,839,805,362	1,232,507,660	7,921,408,378	467,578,355	23,649,070,952
Tax expense	<u>( 2,571,452,012 )</u>	<u>( 66,665,186 )</u>	<u>( 444,026,455 )</u>	<u>( 2,074,293,503 )</u>	<u>( 112,364,600 )</u>	<u>( 5,268,801,756 )</u>
<b>SEGMENT PROFIT</b>	<u>P 8,616,319,185</u>	<u>P 2,773,140,176</u>	<u>P 788,481,205</u>	<u>P 5,847,114,875</u>	<u>P 355,213,755</u>	<u>P 18,380,269,196</u>
<b>SEGMENT ASSETS AND LIABILITIES</b>						
Segment assets	P 169,461,257,482	P 60,758,944,954	P 13,202,719,956	P 35,201,294,060	P 31,238,285,371	P 309,862,501,823
Segment liabilities	68,494,968,424	26,448,067,054	7,983,040,586	3,187,496,148	7,566,385,608	113,679,957,820

#### 4.5 Reconciliations

Presented below is a reconciliation of the Group's segment information to the key financial information presented in its consolidated financial statements.

	<u>2015</u>	<u>2014</u>	<u>2013</u>
<b>Revenues</b>			
Total segment revenues	<b>P 136,876,651,805</b>	P 135,509,985,632	P 115,861,874,237
Unallocated corporate revenue	<b>2,282,187,154</b>	2,149,466,443	7,747,923,359
Elimination of intersegment revenues	<b>( 60,979,421 )</b>	( 12,254,292,301 )	( 230,471,593 )
Revenues as reported in consolidated profit or loss	<b><u>P 139,097,859,538</u></b>	<u>P 125,405,159,774</u>	<u>P 123,379,326,003</u>
<b>Profit or loss</b>			
Segment operating profit	<b>P 22,334,402,091</b>	P 34,109,849,643	P 18,380,269,196
Unallocated corporate profit (loss)	<b>( 587,121,776 )</b>	( 745,868,213 )	4,905,682,283
Elimination of intersegment revenues	<b>( 60,979,421 )</b>	( 12,254,292,301 )	( 230,471,593 )
Profit as reported in consolidated profit or loss	<b><u>P 21,686,300,894</u></b>	<u>P 21,109,689,129</u>	<u>P 23,055,479,886</u>
<b>Assets</b>			
Segment assets	<b>P 430,656,017,547</b>	P 393,844,957,744	P 309,862,501,823
Unallocated corporate assets	<b>18,068,736,840</b>	15,773,966,350	22,537,907,703
Total assets reported in the consolidated statements of financial position	<b><u>P 448,724,754,387</u></b>	<u>P 409,618,924,094</u>	<u>P 332,400,409,526</u>
<b>Liabilities</b>			
Segment liabilities	<b>P 179,310,481,810</b>	P 156,528,981,226	P 113,679,957,820
Unallocated corporate liabilities	<b>38,226,078,586</b>	35,606,526,996	28,498,806,074
Total liabilities reported in the consolidated statements of financial position	<b><u>P 217,536,560,396</u></b>	<u>P 192,135,508,222</u>	<u>P 142,178,763,894</u>

Intersegment revenues in 2014 include P12.2 billion gain recognized by Megaworld upon its sale of Travellers' common shares to the Parent Company.

Concentration of revenue is considered when at least 10% of total segment revenue is generated from a single customer. There is no concentration of the Group's revenue in a single customer as the 10% threshold has not been met in any of the years presented.



## 5. CASH AND CASH EQUIVALENTS

Cash and cash equivalents are broken down as follows:

	<u>Note</u>	<u>2015</u>	<u>2014</u>
Cash on hand and in banks		<b>P 32,398,766,521</b>	P 36,443,189,515
Short-term placements	30.3(a)	<u><b>36,195,192,506</b></u>	<u>45,615,647,132</u>
		<u><b>P 68,593,959,027</b></u>	<u>P 82,058,836,647</u>

Cash in banks generally earn interest at rates based on daily bank deposit rates [see Notes 26 and 31.1(b)].

Short-term placements are made for varying periods up to 90 days and earn effective interest per annum ranging from 1.2% to 2.8% in 2015, 1.1% to 4.0% in 2014 and 0.5% to 4.9% in 2013. Placements amounting to P114.7 million and P113.5 million as at December 31, 2015 and 2014, respectively, which earns effective interest of 1.3% in 2015 and 2014, and 3.5% in 2013 and have a term of 360 days, for both years, are shown under Other Current Assets account in the consolidated statements of financial position (see Note 9).

## 6. TRADE AND OTHER RECEIVABLES

Trade and other receivables consist of:

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
Current:			
Trade receivables	17(j, t), 29.3	<b>P37,555,371,270</b>	P 32,445,573,616
Advances to contractors and suppliers		<b>10,708,984,576</b>	7,860,189,579
Due from employees and related parties	29.8	<b>273,130,005</b>	1,833,035,771
Accrued interest receivable		<b>207,618,669</b>	325,553,619
Others	30.4	<u><b>943,166,939</b></u>	<u>957,646,299</u>
		<b>49,688,271,459</b>	43,421,998,884
Allowance for impairment		<u><b>( 714,013,578 )</b></u>	<u>( 713,713,388 )</u>
		<u><b>48,974,257,881</b></u>	<u>42,708,285,496</u>
Non-current:			
Trade receivables	29.3	<b>32,812,624,224</b>	28,921,208,725
Others		<u><b>15,337,534</b></u>	<u>5,571,232</u>
		<b>32,827,961,758</b>	28,926,779,957
Allowance for impairment		<u><b>( 12,224,936 )</b></u>	<u>( 12,224,936 )</u>
		<u><b>32,815,736,822</b></u>	<u>28,914,555,021</u>
		<u><b>P81,789,994,703</b></u>	<u>P 71,622,840,517</u>

Most receivables from trade customers, particularly those relating to real estate sales, are covered by postdated checks. In 2015 and 2014, certain trade receivables amounting to P69.0 million and P136.5 million, respectively, have been discounted on a with-recourse basis to a local bank to partially cover a bank loan with outstanding balance of P69.0 million and P136.5 million, respectively [see Note 17(t)]. Further, additional portion of certain trade receivables were assigned on a with-recourse basis with certain local banks to cover the loan with outstanding balance of P997.4 million and P1,304.7 million as at December 31, 2015 and 2014, respectively [see Note 17(j)].

The installment period of real estate sales contracts averages from one to five years. These trade receivables are noninterest-bearing and are remeasured at amortized cost using the effective interest rate of 10%. Interest income from amortization amounted to P1,677.6 million, P1,671.1 million and P1,537.1 million for the years ended December 31, 2015, 2014 and 2013, respectively. These amounts are presented as Interest income on real estate sales under Revenue from Sale of Goods account in the consolidated statements of comprehensive income (see Note 23).

Advances to contractors and suppliers pertain to noninterest-bearing and unsecured advances to the Group's contractors and suppliers as initial payment or mobilization funds for services to be rendered and goods to be delivered to the Group. These are reduced proportionately upon receipt of progress billings from said suppliers.

Due from employees and related parties pertain to noninterest-bearing, unsecured and immediately demandable advances, settlement of which is generally made in cash, or through deduction from employees' salary or employees' liquidation of business related expenses (see Note 29.8).

All of the Group's trade and other receivables have been reviewed for indications of impairment. Certain receivables were found to be impaired; hence, adequate amounts of allowance for impairment have been recognized. Certain past due accounts are not provided with allowance for impairment to the extent of the expected market value of the property sold to the customer as the titles to the real estate properties remain with the Group until the receivables are fully collected.

A reconciliation of the allowance for impairment at the beginning and end of the reporting periods is shown below.

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
Balance at beginning of year		<b>P 725,938,324</b>	P 671,853,922
Impairment losses during the year	25	<b>35,555,627</b>	55,457,139
Reversal of impairment previously recognized	26	<b>( 24,845,025)</b>	-
Write-off of trade receivables previously provided with allowance		<b>( 10,410,412)</b>	( 52,144,622)
Additions due to consolidation of new subsidiaries		<u>-</u>	<u>50,771,885</u>
Balance at end of year		<b><u>P 726,238,514</u></b>	<b><u>P 725,938,324</u></b>

Impairment losses are presented as part of Other Operating Expenses (see Note 25), while the gain on reversal is presented as part of Finance and Other Income (see Note 26).

All trade receivables are subject to credit risk exposure. However, the Group does not identify specific concentrations of credit risk with regard to Trade and Other Receivables as the amounts recognized consist of a large number of receivables from various customers.

## 7. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

This account consists of foreign investments, held for trading, as follows:

	<u>2015</u>	<u>2014</u>
Marketable debt securities	<b>P 5,724,173,088</b>	P 2,121,449,412
Equity securities - quoted	<b><u>2,347,426,374</u></b>	<u>2,229,772,029</u>
	<b><u>P 8,071,599,462</u></b>	<b><u>P 4,351,221,441</u></b>

Marketable debt securities, which bear interest ranging from 2.5% to 10.6%, 2.8% to 11.1% and 3.3% to 10.6% per annum as at December 31, 2015, 2014 and 2013, respectively, are measured at their fair values determined directly by reference to published prices quoted in an active market. The net changes in fair values of these financial assets are presented as part of either Fair value gains or Fair value losses under Finance and Other Income or Finance Costs and Other Charges, respectively, in the consolidated statements of comprehensive income (see Note 26). Interest income amounting to P569.1 million, P995.1 million and P890.0 million for 2015, 2014 and 2013, respectively, is shown as part of Finance and Other Income account in the consolidated statements of comprehensive income (see Note 26).

A portion of marketable debt securities placed with certain foreign banks is covered by a set-off provision. The loans set-off against marketable debt securities amounted to U.S.\$ 45.8 million (P2,151.0 million) and U.S.\$ 127.6 million (P5,691.8 million) as at December 31, 2015 and 2014, respectively.

Changes in foreign currency value arising from such investments are taken up in profit or loss and are recorded either as part of Fair value gains under Finance and Other Income account or Fair value losses under Finance Costs and Other Charges account in the consolidated statement of comprehensive income (see Note 26).

## 8. INVENTORIES

The details of inventories are shown below.

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
At cost –			
Real estate for sale	17(t)	<b><u>P 58,325,562,562</u></b>	<u>P 54,703,177,133</u>
At net realizable value:			
Raw and in process goods		<b>13,355,035,043</b>	12,778,572,718
Golf and resort shares for sale		<b>2,487,372,777</b>	2,306,759,944
Finished goods		<b>2,383,315,627</b>	2,160,508,984
Food, supplies and other consumables		<u><b>2,374,804,111</b></u>	<u>2,041,084,025</u>
		<b>20,600,527,558</b>	19,286,925,671
Allowance for inventory write-down	2.5	<u><b>( 295,493,317)</b></u>	<u>( 283,980,886)</u>
		<u><b>20,305,034,241</b></u>	<u>19,002,944,785</u>
		<b><u>P 78,630,596,803</u></b>	<b><u>P 73,706,121,918</u></b>

Real estate for sale mainly pertains to the accumulated costs incurred in developing residential houses, lots and condominium units for sale. Total cost includes capitalized borrowing costs (see Notes 17 and 18).

Golf and resort shares for sale comprise of proprietary or membership shares (landowner shares and founders' shares) that are of various types and costs. The cost of the landowner resort shares is based on the acquisition and development costs of the land and the project. The cost of the founders' shares is based on the par value of the resort shares which is P100 per share.

Food, supplies and other consumables include paper and packaging, promotional materials, membership program items, operating supplies, spare parts, fuel and lubricants.

A reconciliation of the allowance for inventory write-down at the beginning and end of the reporting periods is shown below.

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
Balance at beginning of year		<b>P 283,980,886</b>	P 132,670,218
Additional losses during the year	25	<b>15,631,536</b>	21,973,209
Reversals of write-down	26	<b>( 4,119,105)</b>	-
Allowance for inventory write-down from newly acquired subsidiary		<u>-</u>	<u>129,337,459</u>
Balance at end of year		<b><u>P 295,493,317</u></b>	<b><u>P 283,980,886</u></b>

Allowance for inventory write-down from newly acquired subsidiary in 2014 pertains to the allowance for raw and in process goods and finished goods in Scotland.

The additional losses on inventories were recognized to reduce the carrying values of cased stocks and dry goods in 2015 and promotional materials and supplies in 2014. There were no additional provisions recognized in 2013. The additional losses are shown as Write-down of inventories under Other Operating Expenses account (see Note 25) in the consolidated statements of comprehensive income. The reversal of write-down is shown as part of Miscellaneous under Finance and Other Income account in the 2015 consolidated statement of comprehensive income (see Note 26).

## 9. OTHER ASSETS

The composition of this account is shown below.

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
Current:			
Input VAT		<b>P 3,990,674,261</b>	P 2,641,981,181
Prepayments		<b>1,115,078,851</b>	1,663,687,288
Creditable withholding tax		<b>622,494,744</b>	600,935,738
Advances to suppliers		<b>232,616,640</b>	12,935,293
Refundable deposits		<b>125,848,126</b>	314,003,754
Time deposits	5	<b>114,739,381</b>	113,450,465
Deferred commission		<b>59,389,160</b>	56,484,103
Guarantee deposits		<b>36,693,382</b>	26,860,894
Others		<b><u>293,658,484</u></b>	<u>223,226,468</u>
		<b><u>6,591,193,029</u></b>	<u>5,653,565,184</u>
Non-current:			
Advances for future investment	30.3	<b>4,088,235,294</b>	2,588,235,294
Advance payments for assets acquisition	35	<b>3,316,846,369</b>	506,119,266
Refundable deposits		<b>1,412,568,856</b>	1,096,222,700
Deferred input VAT		<b>350,158,096</b>	427,420,020
Accumulated jackpot seed money		<b>148,550,000</b>	85,625,000
Claims for tax refund		<b>112,282,175</b>	112,282,175
Front-end payment for credit facility		<b>71,545,250</b>	71,545,250
Rental receivable		<b>27,711,589</b>	33,296,444
Loans receivable		<b>20,000,000</b>	20,000,000
Others		<b><u>316,559,801</u></b>	<u>247,787,996</u>
		<b><u>9,864,457,430</u></b>	<u>5,188,534,145</u>
		<b><u>P 16,455,650,459</u></b>	<u>P 10,842,099,329</u>

Prepayments include operating and office supplies, prepaid flight hours, taxes, insurance, rentals and advertising which are expected to be realized in the next reporting period.

Advances for future investment pertain to the advances made by Travellers in 2015 and 2014 to PAGCOR in connection with the development of Site A of the Entertainment City Project in accordance with the Provisional License Agreement with PAGCOR (see Note 30.3). In 2014, the amounts paid by Travellers consists of advance payment amounting to P2.0 billion and upfront cash of P0.6 billion to fulfill the future investment. In 2015, the Group made additional payment to PAGCOR amounting to P1.5 billion for similar purpose. Also in 2014, Travellers accepted the turnover and/or delivery of possession of the property from PAGCOR [see Note 30.3(a)]. Travellers remains committed to fulfill the investment as at December 31, 2015.

Advance payments for asset acquisition in 2015 includes P2.8 billion deposit made by the Group to acquire the brandy and sherry business from Beam Suntory (see Note 35).

## 10. ADVANCES TO/FROM LANDOWNERS AND JOINT VENTURES

### *10.1 Advances to Landowners and Joint Ventures*

The Group enters into numerous joint operation agreements for the joint development of various real estate projects. The joint operation agreements stipulate that the Group's joint operator shall contribute parcels of land and the Group shall be responsible for the planning, conceptualization, design, demolition of existing improvements, construction, financing and marketing of condominium to be constructed on the properties. Costs incurred for these projects are recorded under the Property Development Costs account in the consolidated statements of financial position (see Note 2.6).

The Group also grants noninterest-bearing, secured cash advances to a number of landowners and joint operators under the joint operation agreements they entered into with landowners covering the development of certain parcels of land. Under the terms of the joint operation agreements, the Group, in addition to providing specified portion of total project development costs, also commits to advance mutually agreed-upon amounts to the landowners to be used for pre-development expenses such as the relocation of existing occupants.

Repayments of these advances shall be made upon completion of the project development either in the form of the developed lots corresponding to the owner's share in saleable lots or in the form of cash to be derived from the sales of the landowner's share in the saleable lots and residential and condominium units.

As at December 31, 2015 and 2014, the Group's management has assessed that the advances are not impaired. Accordingly, no impairment loss was recognized in those years.

As at December 31, 2015 and 2014, there has been no outstanding commitment for cash advances under the joint arrangements. The commitment for construction expenditures are as follows:

	<u>2015</u>	<u>2014</u>
Total commitment for construction expenditures	<b>P24,076,339,196</b>	P 21,523,901,115
Total expenditures incurred	<b>( 16,403,084,016 )</b>	( 15,356,899,341 )
Net commitment	<b><u>P 7,673,255,180</u></b>	<u>P 6,167,001,774</u>

The Group's interests in joint operations and projects, ranging from 50% to 95% in 2015 and 2014, are as follows:

***Megaworld:***

- McKinley Hill
- McKinley West
- Newport City
- Manhattan Garden City
- Noble Place
- Uptown Bonifacio
- Northhill Gateway

***GERI:***

- Caliraya Spring
- Forest Hills
- Kingsborough
- Monte Cielo de Peñafrancia
- Mountain Meadows
- Newport Hills
- Alabang West
- Sta. Barbara Heights  
Phase 2 & 3
- Holland Park
- Pahara at Southwoods

***SPI:***

- Adriatico Gardens
- Capitol Plaza
- Governor's Hills
- Mandara
- Sta. Rosa Heights
- Sta. Rose Hills
- Sentosa
- Asmara
- Gibraltar
- One Lakeshore
- Riva Bella
- Solana
- Fountain Grove
- Palm City
- Gentry Heights

***EELHI:***

- Pioneer Woodlands
- San Lorenzo Place
- Various Metro Manila and Calabarzon projects

The aggregate amounts of current assets, long-term assets, current liabilities, long-term liabilities, income and expenses as at December 31, 2015 and 2014 and for each of the three years in the period ended December 31, 2015 related to the Group's interest in these joint arrangements, presented above, are not presented or disclosed as these are only joint operations in which the Group is an operator [see Note 2.2(c)].

As at December 31, 2015 and 2014, the Group has assessed that the probability of loss that may arise from contingent liabilities is remote and there are no other contingent liabilities with regard to these joint operations.

As of December 31, 2015 the Group's management has assessed that the advances to joint ventures is fully recoverable. Accordingly, no impairment loss was recognized.

### ***10.2 Advances from Joint Ventures***

This account represents the share of joint venture partners in the proceeds from the sale of certain projects in accordance with various joint venture agreements entered into by the Group.

The advances from golf share partners and lot owners recognized in 2015 and 2014 amounts to P336.6 million and P253.7 million, net of deferred interest expense amounting to P51.0 million and P70.1 million, respectively, and is presented as part of Advances from Associates and Other Related Parties account in the consolidated statements of financial position.

The amortization of deferred interest amounting to P19.8 million in both 2015 and 2014 is presented as part of Interest expense under the Finance Costs and Other Charges account in the consolidated statements of income.

## 11. AVAILABLE-FOR-SALE FINANCIAL ASSETS

This account comprises the following:

	<u>2015</u>	<u>2014</u>
Marketable debt securities - quoted	<b><u>P 1,868,193,490</u></b>	<u>P 3,717,359,428</u>
Equity securities:		
Quoted	<u>131,135,359</u>	<u>2,087,530,210</u>
Unquoted	192,658,268	170,455,430
Allowance for impairment	<u>( 3,257,940)</u>	<u>( 3,257,940)</u>
	<u>189,400,328</u>	<u>167,197,490</u>
	<u>320,535,687</u>	<u>2,254,727,700</u>
	<b><u>P 2,188,729,177</u></b>	<b><u>P 5,972,087,128</u></b>

The securities can be further analyzed as follows:

	<u>2015</u>	<u>2014</u>
Local	<b><u>P 323,793,627</u></b>	<u>P 2,257,985,640</u>
Allowance for impairment	<u>( 3,257,940)</u>	<u>( 3,257,940)</u>
	<u>320,535,687</u>	<u>2,254,727,700</u>
Foreign	<u>1,868,193,490</u>	<u>3,717,359,428</u>
	<b><u>P 2,188,729,177</u></b>	<b><u>P 5,972,087,128</u></b>

The reconciliation of the carrying amounts of AFS financial assets are as follows:

	<u>2015</u>	<u>2014</u>
Balance at beginning of year	<b><u>P 5,972,087,128</u></b>	<u>P 4,758,892,191</u>
Additions	<u>536,169,158</u>	<u>1,687,722,424</u>
Disposals	<u>( 3,201,853,091)</u>	<u>( 905,627,289)</u>
Fair value gains (losses)	<u>( 1,116,201,288)</u>	<u>620,309,706</u>
Reclassification	<u>( 1,472,730)</u>	<u>( 199,212,026)</u>
AFS financial assets of newly acquired subsidiary	<u>-</u>	<u>10,002,122</u>
Balance at end of year	<b><u>P 2,188,729,177</u></b>	<b><u>P 5,972,087,128</u></b>

In 2015 and 2014, marketable debt securities bear interests ranging from 2.3% to 10.6% and 5.4% to 11.0% per annum, respectively. As at December 31, 2015 and 2014, there were no permanent decline in value on these securities; therefore, no losses are transferred from equity to profit or loss.



Equity securities consist of local shares of stock and various club shares which are denominated in Philippine pesos. Golf club shares are proprietary membership shares.

The fair values of quoted AFS financial assets have been determined by reference to published prices in an active market. The changes in the fair value arising from these AFS financial assets amounted to P1,101.7 million loss in 2015, P620.3 million gain in 2014 and P146.1 million loss in 2013 and are presented as part of Net Unrealized Fair Value Gains (Losses) on AFS Financial Assets in the consolidated statements of comprehensive income.

Upon disposal of various AFS financial assets, the Group realized gains amounting to P41.9 million and P128.2 million in 2014 and 2013, respectively, and loss amounting to P34.6 million in 2015. These are included under Finance and Other Income and Finance Costs and Other Charges account in the consolidated statements of comprehensive income (see Note 26).

## 12. INVESTMENTS IN AND ADVANCES TO ASSOCIATES AND OTHER RELATED PARTIES

### 12.1 Breakdown of Carrying Values

The details of investments in and advances to associates and other related parties and interest in joint ventures, which are carried at equity method, are as follows:

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
<b>Investments of Megaworld</b>			
<b>in associates –</b>			
Acquisition costs:			
PCMCI	12.2	P 877,776,746	P -
SHDI	12.3	875,445,000	875,445,000
NPI		734,396,528	734,396,528
BNHGI	12.5	534,510,859	775,419,297
BWDC	12.4	199,212,026	199,212,026
PTHDC		64,665,000	64,665,000
FERC		28,000,000	28,000,000
FENI		10,000,003	10,000,003
FESI		7,808,360	7,808,360
FERSAI		<u>4,000,000</u>	<u>4,000,000</u>
		<b>3,335,814,522</b>	<b>2,698,946,214</b>
Accumulated share in net losses:			
Balance at beginning of year		( 700,136,780)	( 795,749,145)
Share in net profits for the year		138,614,220	84,110,556
Reversal resulting from consolidation of subsidiaries	12.5	<u>-</u>	<u>11,501,809</u>
Balance at end of year		<u>( 561,522,560)</u>	<u>( 700,136,780)</u>
<i>Balance carried forward</i>		<b><u>P 2,774,291,962</u></b>	<b><u>P 1,998,809,434</u></b>

	Notes	<u>2015</u>	<u>2014</u>
<i>Balance carried forward</i>		<b><u>P 2,774,291,962</u></b>	<u>P 1,998,809,434</u>
Accumulated equity in other comprehensive income:			
Balance at beginning of year		-	6,159,298
Share in other comprehensive income of associate		<b>38,744,144</b>	-
Derecognition of other comprehensive income of associate		<u>-</u>	<u>( 6,159,298)</u>
Balance at end of year		<b><u>38,744,144</u></b>	<u>-</u>
		<b><u>2,813,036,106</u></b>	<u>1,998,809,434</u>
<b>Investment of EMP in BLC</b>	12.6		
a joint venture – acquisition cost		<b><u>3,703,721,965</u></b>	<u>3,703,721,965</u>
Accumulated share in net profits:			
Balance at beginning of year		<b>39,534,826</b>	-
Share in net income		<b><u>130,007,640</u></b>	<u>39,534,826</u>
Balance at end of year		<b><u>169,542,466</u></b>	<u>39,534,826</u>
		<b><u>3,873,264,431</u></b>	<u>3,743,256,791</u>
<b>Investment of Travellers in FRTMI</b>	12.7		
a joint venture – acquisition cost		<b><u>10,000,000</u></b>	<u>-</u>
<b>Investment of GADC in GCFII,</b>	12.8		
a joint venture – acquisition cost		<u>-</u>	<u>-</u>
Accumulated share in net profits:			
Balance at beginning of year		-	1,688,826
Share in net losses for the year		-	<u>( 907,399)</u>
Reversal resulting from consolidation of subsidiary		-	2,596,225
Dividends received		<u>-</u>	<u>-</u>
Balance at end of year		<u>-</u>	<u>-</u>
		<u>-</u>	<u>-</u>
		<b><u>P 6,696,300,537</u></b>	<u>P 5,742,066,225</u>
<b>Advances to associates and other related parties</b>	29.7	<b><u>3,971,897,497</u></b>	<u>2,415,056,035</u>
		<b><u>P 10,668,198,034</u></b>	<u>P 8,157,122,260</u>

The total share in net profits amounts to P268.6 million and P122.7 million for the years ended December 31, 2015 and 2014, respectively, while total share in net loss amounts to P13.6 million for the year ended December 31, 2013. These amounts are shown as Share in Net Profits (Losses) of Associates and Joint Ventures – Net account in the consolidated statements of comprehensive income.

The carrying costs of Investments in Associates is lower than the book values of such investments; hence, management has assessed that recognition of impairment losses in 2015, 2014 and 2013 is not necessary.

### ***12.2 PCMCI***

In 2015, EELHI acquired 750,000,000 PCMCI shares amounting to P877.8 million representing 30% ownership interest. Through this acquisition, the Group acquired an ability to exert significant influence over PCMCI.

### ***12.3 SHDI***

The shares of stock of SHDI are listed in the PSE. The total quoted or market value of investments in this associate amounted to P0.8 billion and P1.1 billion as at December 31, 2015 and 2014, respectively.

### ***12.4 BWDC***

In 2014, the Group reclassified its ownership interest in BWDC from AFS financial assets to investment in associate after gaining significant influence over the operating and financial policies through five out of eleven BOD representations.

### ***12.5 BNHGI***

In December 2014, FEPI sold 40% of its equity interest in its subsidiary, BNHGI. Management assessed that the Group has lost control over BNHGI due to the loss of the Group's ability to direct the relevant activities of BNHGI. The fair value of the new interest of the Group in BNHGI amounting to P775.4 million was recognized as the deemed cost of the new investment in associate. Accordingly, a gain from sale amounting to P377.5 million was recognized which is presented as part of Gain on acquisitions and deconsolidation of subsidiaries under Finance and Other Income account in the 2014 consolidated statement of comprehensive income (see Note 26).

In 2015, FEPI sold another 15% ownership interest, reducing the Group's effective ownership over BNHGI to 25%. Gain on sale of investment in associate amounting to P181.3 million was recognized under Finance and Other Income in the 2015 consolidated statement of comprehensive income (see Note 26).

### ***12.6 BLC***

In February 2014, GES entered into a joint venture agreement with Gonzales Byass, S.A. for the joint control of BLC with 50% equity interest for each venturer. BLC's primary business consists of the planting and growing of grapes and the exploitation of vineyards, the production, ageing and preparation of wines and vinegars; the production of alcohol; the production, preparation and ageing of brandy, aguardientes, compounds, liquors and in general, all kinds of spirits.

### 12.7 FRTMI

In 2015, the Group entered into a joint venture agreement with Viva Live, Inc. to form FRTMI, a joint venture and newly incorporated entity in the same year. The investment made by the Group amounting to P10.0 million is accounted for under the equity method. FRTMI has not yet started commercial operations as at December 31, 2015. FRTMI's existing assets and equity significantly represent capital infusion from the joint venturers.

### 12.8 GCFII

In March 2014, GADC made an additional subscription to GCFII's capital stock. The additional subscription resulted to the increase in GADC's controlling interest from 50% to 60% and the reclassification of the investment as a subsidiary of GADC.

### 12.9 Summarized Financial Information

The aggregated amounts of assets, liabilities, revenues and net profit (loss) of the associates and joint ventures are as follows as at and for the years ended December 31, 2015 and 2014 (in thousands):

		<u>2015</u>			
		<u>Assets</u>	<u>Liabilities</u>	<u>Revenues</u>	<u>Net Profit (Loss)</u>
PCMI	P	2,458,016	P 8,173	P -	(P 9,234)
NPI		5,675,539	1,317,006	21	( 18)
BWDC		3,327,984	2,637,530	384,745	259,062
BNHGI		1,799,799	196,247	-	( 2,020)
PTHDC		1,136,404	1,006,804	6	( 1,190)
SHDI		585,451	346,424	365,069	53,726
FERC		277,875	209,508	-	-
FERSAI		157,909	173,014	-	-
FESI		64,232	18,248	1,819	( 1,768)
FENI		98,511	931,113	-	-
BLC		<u>5,054,709</u>	<u>1,063,831</u>	<u>3,315,098</u>	<u>260,015</u>
		<b><u>P 20,636,429</u></b>	<b><u>P 7,907,898</u></b>	<b><u>P 4,066,758</u></b>	<b><u>P 558,573</u></b>
		<u>2014</u>			
		<u>Assets</u>	<u>Liabilities</u>	<u>Revenues</u>	<u>Net Profit (Loss)</u>
NPI	P	5,675,695	P 1,317,007	P -	P -
BNHGI		1,799,730	194,220	-	( 212)
PTHDC		1,136,372	1,005,581	5	( 557)
SHDI		484,173	335,452	307,264	30,983
FERC		277,875	209,509	1,493	( 1,568)
FERSAI		157,909	173,014	5,703	( 2,939)
FESI		126,676	31,356	20,219	( 1,296)
FENI		98,511	931,113	-	-
BWDC		3,701,916	3,108,438	316,443	160,291
BLC		<u>5,641,502</u>	<u>2,002,312</u>	<u>5,447,846</u>	<u>79,070</u>
		<b><u>P 19,100,359</u></b>	<b><u>P 9,308,002</u></b>	<b><u>P 6,098,973</u></b>	<b><u>P 263,772</u></b>

### 13. PROPERTY, PLANT AND EQUIPMENT

The gross carrying amounts and accumulated depreciation, amortization and impairment of property, plant and equipment at the beginning and end of the reporting periods are shown below.

	<u>Land and Land Improvements</u>	<u>Buildings and Leasehold Improvements</u>	<u>Machinery and Equipment</u>	<u>Transportation Equipment</u>	<u>Condominium Units, Fixtures and Other Equipment</u>	<u>Construction in Progress</u>	<u>Total</u>
December 31, 2015							
Cost	P 11,056,902,519	P 36,558,047,118	P 18,876,650,033	P 889,003,599	P 8,564,373,419	P 13,006,191,319	P 88,951,168,007
Accumulated depreciation, amortization and impairment	( 160,463,480 )	( 7,382,843,468 )	( 10,079,353,913 )	( 486,249,489 )	( 4,568,029,117 )	-	( 22,676,939,467 )
Net carrying amount	<b><u>P 10,896,439,039</u></b>	<b><u>P 29,175,203,650</u></b>	<b><u>P 8,797,296,120</u></b>	<b><u>P 402,754,110</u></b>	<b><u>P 3,996,344,302</u></b>	<b><u>P 13,006,191,319</u></b>	<b><u>P 66,274,228,540</u></b>
December 31, 2014							
Cost	P 9,744,801,843	P 27,023,462,781	P 17,273,114,250	P 835,103,164	P 6,543,083,196	P 12,542,167,037	P 73,961,732,271
Accumulated depreciation, amortization and impairment	( 125,913,465 )	( 6,264,369,660 )	( 8,878,835,010 )	( 426,226,366 )	( 4,047,650,123 )	-	( 19,742,994,624 )
Net carrying amount	<b><u>P 9,618,888,378</u></b>	<b><u>P 20,759,093,121</u></b>	<b><u>P 8,394,279,240</u></b>	<b><u>P 408,876,798</u></b>	<b><u>P 2,495,433,073</u></b>	<b><u>P 12,542,167,037</u></b>	<b><u>P 54,218,737,647</u></b>
January 1, 2014							
Cost	P 8,848,556,818	P 23,253,269,427	P 9,846,633,145	P 2,248,791,013	P 4,694,838,385	P 5,871,064,336	P 54,763,153,124
Accumulated depreciation, amortization and impairment	( 115,976,822 )	( 4,412,550,788 )	( 4,588,156,757 )	( 1,003,810,893 )	( 2,980,853,138 )	-	( 13,101,348,398 )
Net carrying amount	<b><u>P 8,732,579,996</u></b>	<b><u>P 18,840,718,639</u></b>	<b><u>P 5,258,476,388</u></b>	<b><u>P 1,244,980,120</u></b>	<b><u>P 1,713,985,247</u></b>	<b><u>P 5,871,064,336</u></b>	<b><u>P 41,661,804,726</u></b>

A reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the reporting periods is shown below.

	<u>Land and Improvements</u>	<u>Buildings and Leasehold Improvements</u>	<u>Machinery and Equipment</u>	<u>Transportation Equipment</u>	<u>Condominium Units, Fixtures and Other Equipment</u>	<u>Construction in Progress</u>	<u>Total</u>
Balance at January 1, 2015 net of accumulated depreciation amortization and impairment	P 9,618,888,378	P 20,759,093,121	P 8,394,279,240	P 408,876,798	P 2,495,433,073	P 12,542,167,037	P 54,218,737,647
Additions	1,321,887,733	1,146,538,457	1,602,068,559	111,488,824	898,457,795	9,302,139,494	14,382,580,862
Disposals – net	( 16,387,925)	( 77,944,101)	( 70,510,806)	( 20,165,794)	( 18,350,966)	-	( 203,359,592)
Reclassifications – net	-	8,610,363,965	182,285,100	( 220,134)	1,220,745,231	( 8,838,115,212)	1,175,058,950
Effect of foreign currency adjustment	6,600,867	( 1,348,293)	3,989,691	-	65,884	-	9,308,149
Impairment loss – reversal	-	1,877,430	-	-	-	-	1,877,430
Depreciation and amortization charges for the year	( 34,550,014)	( 1,263,376,929)	( 1,314,815,664)	( 97,225,584)	( 600,006,715)	-	( 3,309,974,906)
Balance at December 31, 2015 net of accumulated depreciation, amortization and impairment	<b><u>P 10,896,439,039</u></b>	<b><u>P 29,175,203,650</u></b>	<b><u>P 8,797,296,120</u></b>	<b><u>P 402,754,110</u></b>	<b><u>P 3,996,344,302</u></b>	<b><u>P 13,006,191,319</u></b>	<b><u>P 66,274,228,540</u></b>
Balance at January 1, 2014 net of accumulated depreciation, amortization and impairment	P 8,732,579,996	P 18,840,718,639	P 5,258,476,388	P 1,244,980,120	P 1,713,985,247	P 5,871,064,336	P 41,661,804,726
Property, plant and equipment of newly acquired subsidiaries	360,000,376	2,037,060,673	2,894,371,436	970,334	994,379,835	-	6,286,782,654
Additions	536,244,649	806,037,186	1,222,061,129	112,352,644	426,435,906	7,316,951,606	10,420,083,120
Disposals – net	-	( 118,352,115)	( 118,683,379)	( 748,233,051)	( 8,750,069)	( 3,782,485)	( 997,801,099)
Reclassifications – net	-	487,277,065	160,275,998	2	( 3,701,327)	( 642,066,420)	1,785,318
Impairment loss	-	( 205,095,122)	( 4,900,000)	-	-	-	( 209,995,122)
Depreciation and amortization charges for the year	( 9,936,643)	( 1,088,553,205)	( 1,017,322,332)	( 201,193,251)	( 626,916,519)	-	( 2,943,921,950)
Balance at December 31, 2014 net of accumulated depreciation, amortization and impairment	<b><u>P 9,618,888,378</u></b>	<b><u>P 20,759,093,121</u></b>	<b><u>P 8,394,279,240</u></b>	<b><u>P 408,876,798</u></b>	<b><u>P 2,495,433,073</u></b>	<b><u>P 12,542,167,037</u></b>	<b><u>P 54,218,737,647</u></b>

Construction in progress includes accumulated costs incurred on the casino and hotel sites being constructed as part of Travellers' investment commitment in accordance with its Provisional License Agreement with PAGCOR [see Note 30.3(a)]. In 2015, the construction of Marriott Grand Ballroom, which is a grand ballroom and convention center with a seating capacity of up to 4,000, was completed. Accordingly, the accumulated costs incurred for this facility amounting to P8,420.5 million was reclassified from Construction in progress to Buildings and leasehold improvements in the same year. The amount of construction in progress includes capitalized borrowing costs amounting to P1,020.4 million and P348.5 million in 2015 and 2014, respectively, representing the actual borrowing costs, net of related investment income, incurred on loans obtained to fund the construction project [see Note 17(q)]. The capitalization rate used was based on effective interest rates of applicable specific and general borrowings ranging from 5.6% to 7.4% and 5.5% to 7.4% in 2015 and 2014, respectively.

In 2015 and 2013, GADC recognized gain on reversal of impairment losses amounting to P1.9 million and P18.6 million. In 2014, GADC recognized impairment loss of P210.0 million to write down to recoverable amount certain stores' property and equipment. Impairment loss is presented as Impairment of property, plant and equipment under Other Operating Expenses in the consolidated statements of comprehensive income (see Note 25), while the gain on reversal of the impairment losses are presented as part of Miscellaneous under Finance and Other Income account in the 2015 and 2013 consolidated statements of comprehensive income (see Note 26). The value in use was computed using GADC's weighted average cost of capital of 16%, 18% and 11% in 2015, 2014 and 2013, respectively.

The Group recognized a net gain on disposal of various property, plant and equipment totaling P1.8 million in 2015 and P44.4 million in 2014, which is presented as part of Gain on disposal of PPE, investment properties and intangible assets - net under Finance and Other Income. In 2013, the Group recognized a net gain on disposal of various property, plant and equipment amounting to P25.7 million, respectively, which is presented as part of Loss on disposal of PPE, investment properties and intangible assets - net account in the consolidated statements of comprehensive income (see Note 26).

In 2014, Travellers sold its aircraft (reported under Transportation equipment) to a third party for P640.6 million. The loss on sale amounted to P81.1 million and is presented as part of Miscellaneous under Finance and Other Income account in the 2014 consolidated statement of comprehensive income (see Note 26). The aircraft was held as collateral for a certain interest-bearing loan which was fully paid in the first quarter of 2014.

The amount of depreciation is presented as part of Depreciation and Amortization which is presented under cost of goods sold, cost of services and other operating expenses (see Notes 24 and 25). In 2015 and 2014, depreciation expense amounting to P198.6 million and P30.3 million, respectively, was capitalized to form part of the work-in-process inventory. Such capitalized amount represents depreciation expense on barrels and warehouse buildings wherein the maturing bulk stocks of whisky are held.

Certain land and building is collateralized by GADC to a local bank. As at December 31, 2015, the carrying values of the land and building amounted to P112.1 million and P45.8 million, respectively [see Note 17(s)].

As at December 31, 2015 and 2014, total cost of fully depreciated assets that are still being used in operations amounted to P3.1 billion and P2.7 billion, respectively.

#### 14. INVESTMENT PROPERTY

The Group's investment property includes several parcels of land, buildings and improvements which are held for investment purposes only, either to earn rental income or for capital appreciation or both. The gross carrying amounts and accumulated depreciation of investment property at the beginning and end of the reporting periods are shown below.

	<u>Land and Land Improvements</u>	<u>Buildings and Improvements</u>	<u>Total</u>
December 31, 2015			
Cost	P 9,823,058,912	P 44,538,546,995	P 54,361,605,907
Accumulated depreciation	<u>-</u>	<u>( 6,190,659,719)</u>	<u>( 6,190,659,719)</u>
Net carrying amount	<b><u>P 9,823,058,912</u></b>	<b><u>P 38,347,887,276</u></b>	<b><u>P 48,170,946,188</u></b>
December 31, 2014			
Cost	P 9,568,371,898	P 33,106,007,625	P 42,674,379,523
Accumulated depreciation	<u>( 136,338,719)</u>	<u>( 4,795,748,682)</u>	<u>( 4,932,087,401)</u>
Net carrying amount	<b><u>P 9,432,033,179</u></b>	<b><u>P 28,310,258,943</u></b>	<b><u>P 37,742,292,122</u></b>
January 1, 2014			
Cost	P 6,982,896,809	P 24,397,702,795	P 31,380,599,604
Accumulated depreciation	<u>( 134,409,248)</u>	<u>( 3,955,761,918)</u>	<u>( 4,090,171,166)</u>
Net carrying amount	<b><u>P 6,848,487,561</u></b>	<b><u>P 20,441,940,877</u></b>	<b><u>P 27,290,428,438</u></b>

A reconciliation of the carrying amounts of investment property at the beginning and end of the reporting periods is shown below.

	<u>Land and Land Improvements</u>	<u>Buildings and Improvements</u>	<u>Total</u>
Balance at January 1, 2015, net of accumulated depreciation	P 9,432,033,179	P 28,310,258,943	P 37,742,292,122
Additions	513,077,164	12,383,054,370	12,896,131,534
Disposals	-	<u>( 33,846,200)</u>	<u>( 33,846,200)</u>
Reclassifications – net	<u>( 122,051,431)</u>	<u>( 1,053,007,519)</u>	<u>( 1,175,058,950)</u>
Depreciation charges for the year	<u>-</u>	<u>( 1,258,572,318)</u>	<u>( 1,258,572,318)</u>
Balance at December 31, 2015, net of accumulated depreciation	<b><u>P 9,823,058,912</u></b>	<b><u>P 38,347,887,276</u></b>	<b><u>P 48,170,946,188</u></b>
Balance at January 1, 2014, net of accumulated depreciation	P 6,848,487,561	P 20,441,940,877	P 27,290,428,438
Investment properties of newly acquired subsidiaries	2,932,084,985	391,632,748	3,323,717,733
Additions	13,145,142	8,726,306,159	8,739,451,301
Disposals	<u>( 359,755,039)</u>	<u>( 7,685,142)</u>	<u>( 367,440,181)</u>
Reclassifications – net	<u>-</u>	<u>( 1,785,318)</u>	<u>( 1,785,318)</u>
Depreciation charges for the year	<u>( 1,929,470)</u>	<u>( 1,240,150,381)</u>	<u>( 1,242,079,851)</u>
Balance at December 31, 2014, net of accumulated depreciation	<b><u>P 9,432,033,179</u></b>	<b><u>P 28,310,258,943</u></b>	<b><u>P 37,742,292,122</u></b>



Rental income earned from the investment property amounted to P9.2 billion, P7.6 billion and P6.4 billion for the years ended December 31, 2015, 2014 and 2013, respectively, and shown as Rental income under Rendering of Services in the consolidated statements of comprehensive income (see Note 23). The direct operating costs, exclusive of depreciation, incurred by the Group relating to the investment property amounted to P468.4 million, P471.7 million and P368.8 million in 2015, 2014 and 2013, respectively, are presented as part of Cost of Services in the consolidated statements of comprehensive income (see Note 24). The operating lease commitments of the Group as a lessor are fully disclosed in Note 30.1.

Depreciation charges are presented as part of Depreciation and amortization under Cost of Services account in the consolidated statements of comprehensive income (see Note 24).

As at December 31, 2015 and 2014, none of the Group's investment properties were held as collateral.

The fair values of these properties amounted to P207.1 billion and P173.1 billion as at December 31, 2015 and 2014, respectively. These are estimated either by reference to current prices for similar properties or by calculation of the present value of the estimated cash inflows anticipated until the end of the life of the investment property (see Note 33.4).

## 15. INTANGIBLE ASSETS

The gross carrying amounts and accumulated amortization of intangible assets at the beginning and end of the reporting periods are shown below (see Note 2.11).

	<u>Goodwill</u>	<u>Trademarks</u>	<u>Leasehold Rights</u>	<u>Computer Software</u>	<u>Total</u>
December 31, 2015					
Cost	P 18,385,690,018	P 10,095,457,168	P 1,155,954,708	P 29,758,358	P 29,666,860,252
Accumulated amortization	-	-	( 78,562,744)	( 26,099,739)	( 104,662,483)
Net carrying amount	<b><u>P 18,385,690,018</u></b>	<b><u>P 10,095,457,168</u></b>	<b><u>P 1,077,391,964</u></b>	<b><u>P 3,658,619</u></b>	<b><u>P 29,562,197,769</u></b>
December 31, 2014					
Cost	P 18,385,690,018	P 11,000,870,823	P 1,194,058,929	P 29,633,358	P 30,610,253,128
Accumulated amortization	-	( 802,540,987)	( 38,104,221)	( 24,682,563)	( 865,327,771)
Net carrying amount	<b><u>P 18,385,690,018</u></b>	<b><u>P 10,198,329,836</u></b>	<b><u>P 1,155,954,708</u></b>	<b><u>P 4,950,795</u></b>	<b><u>P 29,744,925,357</u></b>
January 1, 2014					
Cost	P 10,700,039,578	P 1,028,726,681	P 57,960,616	P 23,247,259	P 11,809,974,134
Accumulated amortization	-	( 699,668,319)	( 37,082,426)	( 23,247,259)	( 759,998,004)
Net carrying amount	<b><u>P 10,700,039,578</u></b>	<b><u>P 329,058,362</u></b>	<b><u>P 20,878,190</u></b>	<b><u>P -</u></b>	<b><u>P 11,049,976,130</u></b>

A reconciliation of the carrying amounts at the beginning and end of the reporting periods of intangible assets is shown below.

	<u>Goodwill</u>	<u>Trademarks</u>	<u>Leasehold Rights</u>	<u>Computer Software</u>	<u>Total</u>
Balance at January 1, 2015, net of accumulated amortization	P 18,385,690,018	P 10,198,329,836	P 1,155,954,708	P 4,950,795	P 29,744,925,357
Additions due to consolidation of subsidiaries	-	-	-	125,000	125,000
Amortization for the year	<u>-</u>	<u>(102,872,668)</u>	<u>(78,562,744)</u>	<u>(1,417,176)</u>	<u>(182,852,588)</u>
Balance at December 31, 2015, net of accumulated amortization	<u><b>P 18,385,690,018</b></u>	<u><b>P 10,095,457,168</b></u>	<u><b>P 1,077,391,964</b></u>	<u><b>P 3,658,619</b></u>	<u><b>P 29,562,197,769</b></u>
Balance at January 1, 2014, net of accumulated amortization	P 10,700,039,578	P 329,058,362	P 20,878,190	P -	P 11,049,976,130
Additions due to consolidation of subsidiaries	7,685,650,440	9,972,144,142	-	-	17,657,794,582
Additions	-	-	1,139,304,336	6,386,098	1,145,690,434
Disposals	-	-	(1,219,544)	-	(1,219,544)
Amortization for the year	<u>-</u>	<u>(102,872,668)</u>	<u>(3,008,274)</u>	<u>(1,435,303)</u>	<u>(107,316,245)</u>
Balance at December 31, 2014, net of accumulated amortization	<u><b>P 18,385,690,018</b></u>	<u><b>P 10,198,329,836</b></u>	<u><b>P 1,155,954,708</b></u>	<u><b>P 4,950,795</b></u>	<u><b>P 29,744,925,357</b></u>

In 2014, the Group recognized P7.7 billion goodwill in relation to EMP's acquisition of WMG during such year. The amount of goodwill represents excess of the fair value of cash consideration given up, amounting to P30.3 billion, over the fair value of net identifiable assets acquired, amounting to P22.6 billion, which is composed of P21.7 billion tangible assets, P10.0 billion intangible assets and P9.1 billion assumed liabilities. In addition, a P12.8 million goodwill was recognized in 2014 in relation to GADC's acquisition of GCFII.

Trademarks include brand names "Emperador Brandy", "Emperador Deluxe", "Generoso Brandy" and "The BaR" which were acquired up to 2008. In 2014, from the Group's acquisition of WML, the trademarks "Jura" and "The Dalmore" were also recorded; both trademarks were assessed to have indefinite useful lives.

The amortization of trademarks with finite useful lives amounted to P102.9 million, P102.9 million and P102.3 million for the years ended December 31, 2015, 2014 and 2013, respectively, and are shown as part of Depreciation and Amortization under Other Operating Expenses account in the consolidated statements of comprehensive income (see Note 25).

The remaining useful lives, as at December 31, of the trademarks with finite useful lives are as follows:

	<u>2015</u>	<u>2014</u>
Emperador Brandy	<b>1 year</b>	2 years
Generoso Brandy	<b>1 year</b>	2 years
The BaR	<b>2.5 years</b>	3.5 years
Emperador Deluxe	<b>7.5 years</b>	8.5 years

In 2014, WCRWI entered into a lease agreement with Nayong Pilipino Foundation (NPF) covering certain parcels of land located at the Manila Bay Reclamation Area in Parañaque City for a period of 25 years, renewable for another 25 years under the terms mutually acceptable to the parties. Upon effectivity of the lease agreement, WCRWI has paid NPF an advance rental of P1.0 billion (presented under Leasehold rights) covering the first 20 years of the lease. The amount of amortization charges in 2015 amounted to P66.7 million which is presented as part of Rental under Other Operating Expenses account in the 2015 consolidated statement of comprehensive income. There was no amortization recognized in 2014 as the lease agreement entered by WCRWI is close to the end of the reporting period and the amount of amortization is not significant during such year (see Note 25).

Based on the Group's assessment, no impairment loss is required to be recognized on the carrying value of the Group's trademarks as the products that carry such brands are fast moving consumer products. Further, no impairment loss is required to be recognized on the carrying value of the other intangible assets (goodwill, leasehold rights and computer software) as at December 31, 2015, 2014 and 2013.

As at December 31, 2015, the Group has no contractual commitments for the acquisition of any additional trademarks, leasehold rights and computer software.

## 16. TRADE AND OTHER PAYABLES

The breakdown of this account follows:

	<u>Notes</u>	<u>2015</u>	<u>2014</u>
Trade payables	29.1, 29.3	<b>P 21,781,889,769</b>	P 21,893,232,818
Accrued expenses	18, 29.4	<b>7,646,667,814</b>	7,262,354,554
Retention payable		<b>3,328,641,361</b>	2,861,426,165
Gaming license fees payable	28.3	<b>2,643,207,205</b>	2,188,749,650
Liabilities for land acquisition		<b>789,104,396</b>	588,282,285
Output VAT payable		<b>508,138,283</b>	538,194,137
Due to related parties	29.8	<b>446,478,426</b>	834,952,605
Unredeemed gaming points		<b>357,319,592</b>	330,516,956
Withholding tax payable		<b>112,825,990</b>	264,383,225
Others		<b>1,284,729,518</b>	869,495,080
		<b><u>P 38,899,002,354</u></b>	<b><u>P 37,631,587,475</u></b>

Trade payables significantly comprise of obligations to subcontractors and suppliers of construction materials for the Group's projects and suppliers of raw materials. These also include unredeemed gaming chips determined as the difference between total gaming chips placed in service and the actual inventory of gaming chips under control or in custody, casino deposit certificates from patrons and other gaming-related liabilities.

Accrued expenses include accruals for interest, salaries and other benefits, utilities, local and overseas travel, training and recruitment, dues and subscription, advertising, rentals and other operating expenses of the Group.

Retention payable pertains to amount withheld from payments made to contractors for construction works performed to ensure compliance and completion of contracted projects. Upon completion of the contracted projects, the retained amounts are returned to the contractors.

Liabilities for land acquisition represent the unpaid portion of land for future development acquired by the Group.

The unredeemed gaming points liability represents the estimated costs of unredeemed casino gaming points issued, which are redeemable for complimentary goods or services of the Group (see Note 2.15).

Others include accrued construction costs, unearned rentals, and payables to government and other regulatory agencies, and various unreleased checks which are reverted to liability.

## 17. INTEREST-BEARING LOANS

The composition of the Group's outstanding bank loans is shown below.

	<u>2015</u>	<u>2014</u>
Current:		
Local	<b>P 4,739,879,636</b>	P 12,016,123,866
Foreign	<b><u>23,964,734,146</u></b>	<u>14,644,452,582</u>
	<b>28,704,613,782</b>	26,660,576,448
Non-current –		
Local	<b><u>29,071,029,819</u></b>	<u>8,038,681,649</u>
	<b><u>P 57,775,643,601</u></b>	<u>P 34,699,258,097</u>

The summarized terms and conditions of each availed loan as at December 31, 2015 and 2014 are as follows:

	Outstanding Principal Balance <i>(in Millions of Philippine Pesos)</i>		Explanatory Notes	Interest Rate	Security	Maturity date
	2015	2014				
P	18,410.8	P -	(a)	Variable based on EURIBOR plus spread	Unsecured	2016
	10,000.0	-	(b)	Fixed at 5.4%	Unsecured	2022
	5,000.0	-	(c)	Fixed at 5.05%	Unsecured	2022
	5,000.0	-	(d)	Fixed at 5.035%	Unsecured	2020
	4,617.8	5,000.0	(e)	Fixed at 5.125%	Unsecured	2021
	4,478.3	-	(a)	0.66% subject to repricing	Unsecured	2016
	1,440.0	-	(f)	Fixed at 5.4%	Unsecured	2022
	1,500.0	-	(g)	Fixed based on 5-year PDST-R2 plus 1.3% spread at 5% floor	Unsecured	2020
	1,400.0	-	(h)	3.15% subject to repricing	Unsecured	2020
	1,010.7	-	(i)	0.8% over LIBOR plus spread	Secured	2016
	997.4	1,034.7	(j)	Variable prevailing market rate	Secured	Upon collection of related assigned receivables 2017
	830.0	830.0	(k)	Fixed at 4.18% and 5.17%	Unsecured	2016 to 2019
	761.9	952.4	(l)	3.85% to 5.15%	Unsecured	2020
	500.0	-	(m)	5.0% subject to repricing	Unsecured	2020
	500.0	-	(n)	Fixed at 5.035%	Unsecured	2020
	467.5	472.5	(o)	Variable based on floating 6-month PDSTF-R plus spread	Unsecured	2016
	260.0	-	(p)	Fixed at 4.71%	Unsecured	2017
	221.8	216.9	(q)	Floating at 2% + benchmark	Unsecured	2016
	115.9	-	(r)	Fixed at range of 5.50% to 5.75%	Unsecured	2016
	102.9	120.0	(s)	Fixed at 5%	Secured	2021
	69.0	136.5	(t)	Fixed at range of 3.15% to 9.08% in 2015 and 7.8% to 9.6% in 2014	Secured	2016
	65.0	69.2	(u)	Fixed at 0.82%	Unsecured	2016
	26.6	-	(v)	Fixed at 4.0%	Unsecured	2016
	-	14,575.3	(w)	Variable based on LIBOR plus spread	Unsecured	2015
	-	9,251.9	(x)	Fixed at 1.38%	Unsecured	2015
	-	886.5	(y)	Fixed at range of 3.0% to 5.75%	Unsecured	2015
	-	714.3	(z)	Variable based on PDSTF-R plus spread	Unsecured	2016
	-	200.0	(aa)	Fixed at 3.15%	Unsecured	2015
	-	145.8	(bb)	Fixed at 5.5%	Unsecured	2016
	-	93.3	(cc)	Variable based on 91-day treasury bills	Secured	2016
<b>P</b>	<b>57,775.6</b>	<b>P 34,699.3</b>				

- (a) Short-term loans denominated in foreign currency obtained by EIL from international financial institutions.
- (b) Loan obtained by Megaworld from a local bank obtained to fund various real estate projects and retire currently maturing obligation. The loan is payable for a term of seven years. The principal repayments will commence in June 2016 while interest is paid quarterly.
- (c) Loan obtained by Megaworld from a local bank payable for a term of seven years. The principal repayment will commence in November 2016 and interest is paid semi-annually.
- (d) Loan obtained by Megaworld from a local bank payable for a term of five years with a grace period of one year upon availment. The principal repayment of the loan will commence in March 2017 and interest is paid quarterly.
- (e) Loan obtained by Megaworld from a local bank payable for a term of seven years. The principal repayment of this loan commenced in August 2015 while interest is payable semi-annually.
- (f) Loan availed by EELHI from a local bank with a negative pledge on assets.
- (g) Loan availed by GERI from a local bank which was granted on a clean basis with negative pledge on assets. The proceeds of the loan are being used to finance capital expenditure requirements of GERI's various real estate development projects and for other general corporate requirements.
- (h) Long-term loan obtained by SPI from a local bank. The loan bears floating interest which is subject to repricing every 30-180 days. Quarterly repayment of the loan will begin in 2017.
- (i) Loan denominated in foreign currency obtained by WMG from an international commercial bank secured by way of floating charge over WMG's inventory. This was fully paid in March 2016.
- (j) Loan balance of SPI arising from assignment of its trade receivables on a with-recourse basis with certain local banks (see Note 6).
- (k) Loans obtained by GADC from local bank with equal quarterly payments starting September 26, 2016.
- (l) Loans drawn by GADC from a P1.0 billion credit facility granted by a local bank, payable in quarterly installments starting on various dates, earliest being March 2015. In 2014, GADC prepaid P47.6 million of these outstanding loans.
- (m) Loan obtained by LFI from a local bank to fund construction of a building. Quarterly installments beginning March 2017 are due until the loan is fully-settled in 2020.
- (n) Loan availed by OFPI from a local bank.
- (o) This is the amount outstanding from a seven-year loan obtained by Megaworld from a local bank in May 2009; interest is payable semi-annually.

- (p) In 2015, GADC entered into a loan facility agreement with a local bank granting GADC a credit line of P500.0 million from which P260.0 million was availed in 2015.
- (q) The loan was drawn by Travellers in 2012 from an P11.0 billion loan facility with a local bank, to settle Travellers' secured loans from the same bank. Quarterly principal amortization at P375.0 million starts in March 2014. In 2014, Travellers prepaid P4.2 billion of the outstanding loan balance.
- (r) Outstanding balance of short-term loan availed by SPI from local banks in 2015.
- (s) Balance from loan granted to GADC in December 2011 by a local bank for the purchase of land and building from the latter, payable monthly starting on the third year of the term of the loan. The acquired land and building served as collateral on the loan (see Note 13).
- (t) The balance includes local bank loans arising from trade receivable discounted on a with-recourse basis amounting to P69.0 million and P136.5 million as at December 31, 2015 and 2014, respectively (see Note 6). Certain residential and condominium units for sale with carrying value of P312.1 million and P497.8 million as at December 31, 2015 and 2014, respectively, were used as collaterals for these bank loans (see Note 8).
- (u) Euro-denominated short-term loan originally maturing in 2015 availed by RHGI from a foreign commercial bank amounting to €1.3 million or a peso equivalent of P69.2 million. In June 2015, RHGI renewed the loan for another year.
- (v) Short-term loans availed by AFCMI to finance working capital requirements.
- (w) Loans denominated in foreign currency obtained by EIL and from international financial institutions. The loans were fully settled in 2015.
- (x) Dollar-denominated short-term loan received by EDI from a local bank in 2014.
- (y) Short-term loan obtained by SPI from local banks with a total amount of P1.2 billion. Both principal and interest of the loans are payable on a monthly basis. The loan was fully paid in 2015.
- (z) Loan availed by Megaworld from a local bank in 2008 and 2009 to fund the development of its various real estate projects. The loan is payable in seven years with a grace period of two years, divided into 21 consecutive equal quarterly payments. The loan was fully settled in 2015.
- (aa) Short-term loan obtained by OFPI from a local bank. Interest rate of the loan is subject to repricing every 30 to 180 days. The loan was fully paid in 2015.
- (bb) Pertains to long-term loans availed by SPI in 2012 from a local bank for working capital requirements. These were pre-terminated in 2015.
- (cc) These are the outstanding portions of ten-year loans obtained by Megaworld from a local bank in 2005 and 2006, with a three-year grace period on principal payments, payable quarterly thereafter. The loans are collateralized by certain investment properties of Megaworld with carrying value of P40.4 million as at December 31, 2014. Megaworld fully paid these loans in 2015; hence, the collateral over these investment properties were released as at December 31, 2014 (see Note 14).

As at December 31, 2015, the Group complied with related loan covenants, including maintaining certain financial ratios, at the reporting dates.

Total interest expense attributable to these loans, including amortization of capitalized transaction costs, amounted to P497.4 million, P197.8 million and P513.0 million for the years ended December 31, 2015, 2014 and 2013, respectively, and are presented as part of Finance Costs and Other Charges account in the consolidated statements of comprehensive income (see Note 26). Interest charges capitalized for the years ended December 31, 2015, 2014 and 2013 amounted to P494.0 million, P391.5 million and P296.0 million, respectively.

## 18. BONDS PAYABLE

This account consists of bonds payable of the Company's subsidiaries as follows:

	<u>2015</u>	<u>2014</u>
AG Cayman	<b>P 23,383,990,867</b>	P 22,129,059,932
Megaworld	<b>17,314,139,585</b>	21,349,404,748
Travellers	<b><u>14,021,596,999</u></b>	<u>13,209,060,653</u>
	<b><u>P 54,719,727,451</u></b>	<u>P 56,687,525,333</u>

The significant terms of the bonds are discussed below.

<u>Face Amount</u>	<u>Outstanding</u>		<u>Explanatory</u>	<u>Interest Rate</u>	<u>Nature</u>	<u>Maturity</u>
	<u>2015</u>	<u>2014</u>				
\$500.0 million	P 23.4 billion	P 22.1 billion	(a)	Fixed at 6.50%	Unsecured	2017
\$300.0 million	P 14.0 billion	13.2 billion	(b)	Fixed at 6.90%	Unsecured	2017
\$250.0 million	P 7.9 billion	7.6 billion	(c)	Fixed at 4.25%	Unsecured	2023
\$200.0 million	P 9.4 billion	8.8 billion	(d)	Fixed at 6.75%	Unsecured	2018
P 5.0 billion	-	<u>5.0 billion</u>	(e)	Fixed at 8.46%	Unsecured	2015
	<u>P 54.7 billion</u>	<u>P 56.7 billion</u>				

- (a) On August 18, 2010, AG Cayman issued seven-year bonds with interest payable semi-annually in arrears on February 18 and August 18 of every year. The bonds are listed in the Singapore Exchange Securities Trading Limited. The net proceeds of the bonds are used to finance capital and project expenditures, refinance certain existing indebtedness of certain subsidiaries, and for general corporate purposes.

Subject to certain exceptions, the bonds may be redeemed by AG Cayman at their principal amount plus any accrued and unpaid interest. The bonds are unconditionally and irrevocably guaranteed by AGI which, together with certain subsidiaries, is required to comply with certain covenants. As at December 31, 2015, the Group is in compliance with the covenants.



- (b) On November 3, 2010, Travellers issued seven-year bonds with interest payable semi-annually in arrears every May 3 and November 3 of each year. The bonds are listed in the Singapore Exchange Securities Trading Limited. The net proceeds of the bonds are intended to finance capital and project expenditures, to refinance certain existing indebtedness, and for general corporate purposes of Travellers. Subject to certain exceptions, Travellers may, at its option, redeem the bonds (i) in full at a price of 100.0% of the principal if certain changes in laws, treaties, regulations or rulings affecting taxes would require Travellers to pay certain additional amount; and, (ii) at any time prior to November 3, 2014, up to 35.0% of the principal amount at a price of 106.9% of the principal amount with the net cash proceeds of an equity offering.

Also, Travellers is required to make an offer to purchase the bonds at a price of 101.0% of the principal amount following a change in control (e.g., a sale or other disposition of all or substantially all of the properties or assets of Travellers to any person or entity).

- (c) On April 17, 2013, Megaworld issued 10-year term bonds with semi-annual interest payments every April 10 and October 10. The proceeds of the bond issuance is being used by Megaworld for general corporate purposes.
- (d) On April 15, 2011, Megaworld issued seven-year term bonds with interest payable semi-annually in arrears every April 15 and October 15 each year. The proceeds received from this bond are also being used by Megaworld to finance its capital expenditures for its real estate projects.
- (e) On November 18, 2009, Megaworld issued bonds with a term of five years and six months. The proceeds received were used to finance Megaworld's capital expenditures related to real estate development projects from 2009 up to 2013. In May 2015, these bonds were fully redeemed at face value.

Interest expense on the bonds payable, including amortization of capitalized transaction costs, amounted to P2.8 billion in 2015, P3.5 billion in 2014 and P3.4 billion in 2013. These amounts are presented as part of Interest expense under Finance and Other Charges account in the consolidated statements of comprehensive income (see Note 26). Interest charges capitalized amounted to P1,168.7 million in 2015, P720.7 million in 2014 and P423.0 million in 2013, using a capitalization rate of 5.5% to 7.4% in 2015 and 2014, and 3.6% to 5.1% in 2013. The amounts of outstanding interest payable as at December 31, 2015 and 2014 amounting to P1,144.7 million and P1,122.0 million, respectively, are presented as part of Accrued expenses under Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

## **19. REDEEMABLE PREFERRED SHARES**

The Group's redeemable preferred shares pertain to preferred shares issued by GADC and TLC as presented in the succeeding page.

**19.1 GADC's Redeemable Preferred Shares**

The shares were issued in March 2005 to McDonald's Restaurant Operations (MRO), a company incorporated in the U.S.A. and is a subsidiary of McDonald's. The features of these preferred shares with par value per share of P61,066 each are presented in the succeeding page (in exact amounts).

<u>Class</u>	<u>Voting</u>	<u>No. of Shares Authorized and Issued</u>	<u>Total Par Value (undiscounted)</u>	<u>Additional payment in the event of GADC's liquidation</u>
A	No	778	P 47,509,348	U.S.\$1,086 per share or the total peso equivalent of U.S.\$845,061
B	No	25,000	1,526,650,000	U.S.\$1,086 per share or the total peso equivalent of U.S.\$27,154,927

Additional features of the preferred shares are as follows:

- (a) Redeemable at the option of the holder after the beginning of the 19<sup>th</sup> year from the date of issuance for a total redemption price equivalent to the peso value on the date that the shares were issued;
- (b) Has preference as to dividend declared by the BOD, but in no event shall the dividend exceed P1 per share; and,
- (c) Further, the holder of preferred shares is entitled to be paid a certain amount of peso equivalent for each class of preferred shares, together with any unpaid dividends, in the event of liquidation, dissolution, receivership, bankruptcy or winding up of GADC.

The redeemable preferred shares are recognized at fair values on the date of issuance which were determined as the sum of all future cash payments, discounted using the prevailing market rates of interest as of the transaction date for similar instruments with similar term of 18 years.

The accretion of GADC's redeemable preferred shares in 2015, 2014 and 2013 amounted to P74.9 million, P68.3 million and P58.0 million, respectively, and is presented as part of Interest expense under Finance Costs and Other Charges account in the consolidated statements of comprehensive income (see Note 26). As at December 31, 2015 and 2014, the carrying value of the GADC redeemable preferred shares amounted to P671.4 million and P596.4 million, respectively, shown as part of Redeemable Preferred Shares account in the consolidated statements of financial position. As at December 31, 2015 and 2014, the fair value of these shares amounted to P989.0 million and P982.1 million, respectively, as determined by discounting the sum of all future cash flows using prevailing market rates of interest for instrument with similar maturities at a discount rate of 3.27% and 2.91%, respectively.

### 19.2 TLC's Redeemable Preferred Shares

These were issued by TLC in September 2012 consisting of 1,258.0 million shares which are nonvoting, earns dividend at a fixed annual rate of 2.50% and subject to the existence of TLC's unrestricted retained earnings. These were issued in exchange for certain parcels of land with total fair value of P1,338.2 million. The issuance through the exchange of land was approved by SEC on April 17, 2013.

The preferred shares have a maturity of 10 years and shall be redeemed every anniversary date beginning on the sixth anniversary date until expiration of the 10-year period. Only 1/5 of the aggregate face value of preferred shares may be redeemed per year during such redemption period, with all remaining shares to be redeemed on the 10<sup>th</sup> anniversary date.

The accrued dividends on these preferred shares amounting to P89.1 million and P60.2 million as at December 31, 2015 and 2014, respectively, and is presented as part of Other Non-current Liabilities account in the consolidated statements of financial position (see Note 20). The related interest expense recognized for the year ended December 31, 2015 and 2014 amounted to P28.9 million is presented as part of Interest expense under Finance Cost and Other Charges account in the consolidated statements of comprehensive income (see Note 26).

The preferred shares are considered as financial liabilities. Accordingly, the redeemable preferred shares are recognized at fair value on the date of issuance and are classified as a non-current liability in the consolidated statements of financial position. The fair values of the redeemable preferred shares on the date of issuance approximate their par value.

## 20. OTHER LIABILITIES

The composition of this account is shown below.

	Notes	<u>2015</u>	<u>2014</u>
Current:			
Reserve for property development	2.6	<b>P 6,437,971,861</b>	P 7,063,089,278
Customers' deposits	2.15(b)	<b>5,889,473,914</b>	5,857,063,120
Deferred income on real estate sales	2.15(b)	<b>5,653,790,826</b>	5,340,188,412
Unearned revenues		<b>1,639,368,747</b>	1,831,092,740
Deferred rental income	2.15(j)	<b>355,831,050</b>	391,139,056
Derivative liability		<b>10,782,959</b>	398,881,856
Others		<b><u>1,512,594,313</u></b>	<u>1,450,165,107</u>
<i>Balance brought forward</i>		<b><u>P 21,499,813,670</u></b>	<u>P 22,331,619,569</u>

	Notes	2015	2014
<i>Balance carried forward</i>		<b>P 21,499,813,670</b>	P 22,331,619,569
Non-current:			
Reserve for property development	2.6	<b>P 9,751,642,232</b>	P 8,302,500,433
Equity-linked debt securities		<b>5,259,137,443</b>	5,253,911,638
Deferred income on real estate sales	2.15(b)	<b>4,808,072,809</b>	4,518,013,829
Deferred rental income	2.15(j)	<b>3,346,201,751</b>	1,762,530,579
Customers' deposit	2.15(b)	<b>1,062,317,494</b>	1,396,448,740
Derivative liability		<b>614,964,522</b>	869,818,108
Provision for onerous lease		<b>476,915,255</b>	649,364,390
Provision for dilapidations		<b>317,343,255</b>	270,105,211
Guaranty deposits		<b>223,742,615</b>	191,011,385
Accrued rent		<b>110,423,563</b>	78,831,722
Asset retirement obligation	2.8	<b>52,254,229</b>	45,835,196
Others		<b>1,115,038,383</b>	776,922,036
		<b><u>27,138,053,551</u></b>	<u>24,115,293,267</u>
		<b>P 48,637,867,221</b>	P 46,446,912,836

Deferred rental income refers to the rental payments advanced by the lessee at the inception of the lease which will be applied to the remaining payments at the end of the lease term.

The current derivative liability represents the reduction in fair market value as at December 31, 2015 of currency forward options contract entered into with certain foreign banks. On the other hand, the non-current derivative liability consists of the fair market value of the interest rate swap entered into by Travellers with a certain foreign bank at a notional amount of U.S.\$250.0 million. Changes in the fair values of these current derivatives financial liabilities are presented as part of Fair value losses while those for non-current financial liability are presented under Unrealized loss on interest rate swap under Finance Costs and Other Charges account in the consolidated statements of comprehensive income (see Note 26).

Equity-linked debt securities (ELS) instrument arises from the subscription agreement between EMP and Arran Investment Private Limited for the issuance of additional common shares of EMP. The ELS may be converted into 480.0 million common shares (conversion shares) of EMP. The ELS bears a fixed annual interest rate of 5.0% and variable interest in an amount equal to the dividends that would be payable on the conversion shares if they were issued prior to the date that any dividend is declared by EMP. The fixed interest is payable either in cash or in new EMP shares (interest shares) on the conversion date, December 4, 2019, or December 4, 2021, as applicable. The variable interest is payable in cash on the date that the Issuer pays such dividends to its shareholders. Interest expense amounted to P341.2 million and P19.8 million in 2015 and 2014, respectively, and is presented as part of Interest expense under Finance Costs and Other Charges account in the 2015 and 2014 consolidated statements of comprehensive income (see Note 26).

Provision for onerous lease pertains to WML's existing non-cancellable lease agreements on leasehold properties located in Glasgow and Edinburgh, Scotland, covering manufacturing plant facilities, buildings and parking spaces, which are vacant or subleased at a discount. The provision takes into account the current market conditions, expected future vacant periods, and expected future sublet benefits.

Provision for dilapidations is recognized for the present value of the costs to be incurred by WML for the restoration of the leased properties to a specified condition at the end of the lease term in 2029 as provided in the tenant repairing clauses of lease agreements.

Current Others include liabilities on stocks purchases which amounted to P1.4 billion both in 2015 and 2014.

## 21. EQUITY

### 21.1 Capital Stock

Capital stock consists of:

	Shares			Amount		
	2015	2014	2013	2015	2014	2013
Common shares – P1 par value						
Authorized	<u>12,950,000,000</u>	<u>12,950,000,000</u>	<u>12,950,000,000</u>	<u>P12,950,000,000</u>	<u>P12,950,000,000</u>	<u>P12,950,000,000</u>
Issued and outstanding:	10,269,827,979	10,269,827,979	10,269,827,979	P10,269,827,979	P10,269,827,979	P10,269,827,979
Treasury stock – at cost	( <u>122,964,200</u> )	( <u>122,964,200</u> )	( <u>155,296,400</u> )	( <u>936,157,074</u> )	( <u>936,157,074</u> )	( <u>955,217,410</u> )
Total outstanding	<u>10,146,863,779</u>	<u>10,146,863,779</u>	<u>10,114,531,579</u>	<u>P 9,333,670,905</u>	<u>P 9,333,670,905</u>	<u>P 9,314,610,569</u>

On March 12, 1999, the SEC approved the initial public offering of the Company's 336.1 million shares (248.1 million then outstanding and 88.0 million new issues) at P1.27 per share. The shares were initially listed in the PSE on April 19, 1999.

A 10% stock dividend was approved by the SEC and listed in September 1999. Three private placements ensued up to January 2011, of which 1.5 billion shares were listed in 2006. Then, a 10% rights offering of 200.47 million shares and 1:1 stock rights of 2.2 billion shares were approved and listed in 2005 and 2007, respectively. In 2007, there were also a share-swap transaction and a follow-on international offering wherein 4.1 billion and 1.8 billion shares, respectively, were issued and listed.

As at December 31, 2015 and 2014, the quoted closing price per share was P16.1 and P22.6, respectively. There are 1,297 holders, which include nominees, of the Company's total issued and outstanding shares as at December 31, 2015. The percentage of the Company's shares of stock owned by the public is 42.04% and 42.47% as at December 31, 2015 and 2014, respectively.

### 21.2 Additional Paid-in Capital

APIC consists mainly of P21.9 billion from the stock rights offering, share swap transaction and international offering in 2007. In 2014, the Group reissued treasury shares, resulting to an increase in APIC by P783.5 million. There was no similar transaction in 2015.

### ***21.3 Dilution Gain***

The movement in dilution gain is a direct result of dilution in the Company's ownership interest in certain subsidiaries when such subsidiaries offer pre-emptive stock rights, underwent international stock offering, and acquire additional shares, in years prior to 2011.

In 2014, the movement is due to changes in ownership interest in certain subsidiaries.

### ***21.4 Dividends***

On August 12, 2015, August 26, 2014 and August 23, 2013, the BOD approved the declaration of cash dividends of P0.31, P0.38 and P0.38 per share, respectively. Total dividends amounting to P3,183.65 million in 2015, P3,902.53 million in 2014 and P3,902.53 million in 2013, were payable to stockholders of record as at September 1, 2015, September 8, 2014 and September 9, 2013, respectively. The said dividends were fully paid on September 14, 2015, September 22, 2014, and September 24, 2013, respectively. The amounts presented in the consolidated statements of changes in equity are net of dividends paid to subsidiaries.

### ***21.5 Share Options***

#### ***(a) Of the Company***

On July 27, 2011, the BOD approved an Executive Share Option Plan (ESOP) for the Company's key executive officers, which was subsequently ratified by the stockholders on September 20, 2011. Under the ESOP, the Company shall initially reserve for exercise of share options up to 300.0 million common shares, or 3% of the outstanding capital stock, which may be issued out of the authorized but unissued shares. Share options may be granted within 10 years from the adoption of the ESOP and continue to be exercisable in accordance with terms of issue.

The options shall vest within three years from date of grant (offer date) and the holder may exercise only a third of the option at the end of each year of the three-year vesting period. The vested option may be exercised within seven years from date of grant. The exercise price shall be at a 15% discount from the volume weighted average closing price of the Company's shares for nine months immediately preceding the date of grant.

On December 19, 2011, pursuant to this ESOP, the Company granted share options to certain key executives to subscribe to 46.5 million common shares of the Company, at an exercise price of P9.175. As at December 31, 2015, all of the said options vested but none were exercised.

On March 14, 2013, the Company granted additional 59.1 million share options to certain key executives at an exercise price of P12.9997. As at December 31, 2015, 39.4 million of the said additional options vested and none were exercised.

The fair values of the options granted were estimated using a variation of the Black-Scholes valuation model that takes into account factors specific to the ESOP. The following principal assumptions were used in the valuation:

	March 2013 Grant	December 2011 Grant
Option life	7 years	7 years
Share price at grant date	P 21.65	P 10.28
Exercise price at grant date	P 12.999	P 9.175
Average fair value at grant date	P 9.18	P 2.70
Average standard deviation of share price returns	35.29%	37.75%
Average dividend yield	2.10%	1.70%
Average risk-free investment rate	2.92%	2.87%

The underlying expected volatility was determined by reference to historical date of the Company's shares over a period of time within the life of the option.

(b) *Of Megaworld*

On April 26, 2012, Megaworld's BOD approved an ESOP for its key executive officers, and on June 15, 2012, the stockholders adopted it.

The options shall generally vest on the 60<sup>th</sup> birthday of the option holder and may be exercised until the date of his/her retirement from Megaworld. The exercise price shall be at a 15% discount from the volume weighted average closing price of Megaworld's shares for nine months immediately preceding the date of grant.

Pursuant to this ESOP, on November 6, 2012, Megaworld granted share options to certain key executives to subscribe to 245.0 million of its common shares, at an exercise price of P1.77 per share. As at December 31, 2015, none of the said options vested and exercised.

In 2014, additional share options were granted to certain key executives to subscribe to 35.0 million common shares of the Company at an exercise price of P2.92 per share. As at December 31, 2015, none of the additional options vested and exercised.

The fair value of the option granted was estimated using a variation of the Black-Scholes valuation model that takes into account factors specific to the ESOP. The following principal assumptions were used in the valuation:

Average option life	15.29 years
Average share price at grant date	P 2.92
Average exercise price at grant date	P 2.06
Average fair value at grant date	P 1.38
Average standard deviation of share price returns	9.42%
Average dividend yield	0.59%
Average risk-free investment rate	3.65%

The underlying expected volatility was determined by reference to historical date of Megaworld's shares over a period of time consistent with the option life.

(c) *Of GERI*

On September 23, 2011, the BOD of GERI approved an ESOP for its key executive officers. This was approved on November 8, 2011 by stockholders holding at least 2/3 of the outstanding capital stock. The purpose of the ESOP is to enable the key executives and senior officers of GERI, who are largely responsible for its further growth and development, to obtain an ownership interest and thereby encourage long-term commitment to GERI. The ESOP is being administered by the Executive Compensation Committee of GERI's BOD.

Under the ESOP, GERI shall initially reserve for exercise of share options up to 500.0 million common shares of its outstanding shares to be issued, in whole or in part, out of the authorized but unissued shares. Share options may be granted within 10 years from the adoption of the ESOP and may be exercised within seven years from date of grant. The exercise price shall be at a 15% discount from the volume weighted average closing price of GERI's shares for twelve months immediately preceding the date of grant. The options shall vest within three years from date of grant and the holder of an option may exercise only a third of the option at the end of each year of the three-year period. GERI shall receive cash for the share options.

Pursuant to this ESOP, on February 16, 2012, key executive officers were granted options to subscribe to 100.0 million GERI shares, at an exercise price of P1.93. An option holder may exercise in whole or in part his vested option provided, that, an option exercisable but not actually exercised within a given year shall accrue and may be exercised at any time thereafter but prior to the expiration of said option's life cycle. As at December 31, 2015 and 2014, a total of 200.0 million and 100.0 million options have vested but none of these have been exercised yet by any of the option holders as at the end of both reporting periods.

The fair value of the option granted was estimated using a variation of the Black-Scholes valuation model that takes into account factors specific to the ESOP. The following principal assumptions were used in the valuation:

	<u>2012 Grant</u>		<u>2013 Grant</u>		<u>2014 Grant</u>		<u>2015 Grant</u>	
Grant date	February 2012		February 2013		March 2014		March 2015	
Vesting period ends	February 2015		February 2016		March 2017		March 2018	
Option life	7 years		7 years		7 years		7 years	
Share price at								
grant date	P	2.10	P	2.09	P	1.60	P	1.63
Exercise price	P	1.93	P	1.69	P	1.50	P	1.65
Average fair value								
at grant date	P	2.27	P	0.74	P	0.42	P	0.34
Average standard								
deviation of share								
price returns		57.10%		20.85%		16.16%		12.16%
Average risk-free								
investment rates		2.46%		2.14%		2.46%		2.51%

The underlying expected volatility was determined by reference to historical date of GERI's shares over a period of time consistent with the option life.



(d) *Of EMP*

On November 7, 2014, EMP's BOD approved an ESOP for qualified employees of EMP Group.

The options shall generally vest on the 60<sup>th</sup> birthday of the option holder and may be exercised until the date of his/her retirement from the Group provided that the employee has continuously served for 11 years after the option offer date. The exercise price shall be at a 15% discount from the volume weighted average closing price of EMP's shares of nine months immediately preceding the date of grant.

Pursuant to this ESOP, on November 6, 2015, EMP granted share options to certain key executives of EDI to subscribe to 118.0 million common shares of EMP at an exercise price of P7.0 per share.

The fair value of the options granted was estimated using a variation of the Black-Scholes valuation model that takes into account factors specific to the ESOP. The following principal assumptions were used in the valuation:

Average option life		20.23 years
Average share price at grant date	P	8.90
Average exercise price at grant date	P	7.00
Average fair value at grant date	P	4.09
Average standard deviation of share price returns		10.24%
Average dividend yield		1.08%
Average risk-free investment rate		4.89%

The underlying expected volatility was determined by reference to historical prices of EMP's shares over a period of one year.

A total of P300.4 million, P313.3 million and P156.8 million share-based executive compensation is recognized and presented as part of Salaries and employee benefits under Other Operating Expenses account in the consolidated statements of comprehensive income for the years 2015, 2014 and 2013, respectively (see Note 27.3), and correspondingly credited to Share Options account under equity, less P0.4 million documentary stamp taxes in 2015.

### ***21.6 Appropriated Retained Earnings***

In December 2015, the BOD of GADC appropriated P3.1 billion for the continuing business expansion. Such business expansion projects include construction of new stores, renovation of existing stores, construction of a meat processing plant and a distribution center, store site acquisition and office renovations. The construction of new stores and renovation projects are expected to be completed within a period of three to four months and spread throughout 2016 while the development of meat processing plant and distribution center is currently on-going and is expected to be completed by last quarter of 2016. Acquisition of store sites and office renovations are expected within the second quarter of 2016.

In December 2014 and 2013, GADC appropriated P2.5 billion and P2.1 billion, respectively, for business expansion projects. These have been fully utilized in 2015 and 2014, respectively; hence, appropriations were reversed.

In November 2015, AWGI appropriated portion of its retained earnings amounting to P550.0 million for the rehabilitation of the glass manufacturing plant in 2016.

### 21.7 Subsidiaries with Material Non-controlling Interest

The subsidiaries with material non-controlling interest (NCI) are shown below (in thousands).

Name	Proportion of Ownership Interest and Voting Rights Held by NCI		Subsidiary's Profit Allocated to NCI	
	2015	2014	2015	2014
	Megaworld	33%	33%	P 3,705,150
Travellers	53%	53%	2,234,931	2,889,420
GADC	51%	51%	392,659	408,816
Emperador	18%	19%	1,287,610	1,150,097

Dividends paid to NCI amounted to P1.9 billion and P1.5 billion in 2015 and 2014, respectively.

The summarized financial information of the subsidiaries, before intragroup elimination, is shown below (in thousands).

	December 31, 2015			
	Megaworld	Travellers	GADC	Emperador
Non-current assets	P 120,509,398	P 50,185,572	P 8,284,094	P 39,065,592
Current assets	131,175,366	19,582,366	6,001,123	59,193,041
Total assets	<b>P 251,684,764</b>	<b>P 69,767,938</b>	<b>P 14,285,217</b>	<b>P 98,258,633</b>
Non-current liabilities	P 80,792,592	P 14,919,190	P 3,047,274	P 8,684,106
Current liabilities	36,478,817	12,828,346	5,891,903	39,488,876
Total liabilities	<b>P 117,271,409</b>	<b>P 27,747,536</b>	<b>P 8,939,177</b>	<b>P 48,172,982</b>
<b>Revenues</b>	<b>P 44,995,660</b>	<b>P 24,602,122</b>	<b>P 20,339,824</b>	<b>P 43,645,077</b>
Profit for the year attributable to:				
Owners of Parent	P 6,869,652	P 1,782,678	P 367,832	P 5,672,446
NCI	3,705,150	2,234,931	392,659	1,287,610
Profit for the year	10,574,802	4,017,609	760,491	6,960,056
Other comprehensive income (loss) attributable to:				
Owners of Parent	( 1,635,911)	9,081	46,519	( 300,086)
NCI	( 799,841)	11,403	48,418	( 68,117)
Other comprehensive income (loss) for the year	( 2,435,752)	20,484	94,937	( 368,203)
<b>Total comprehensive income for the year</b>	<b>P 8,139,050</b>	<b>P 4,038,093</b>	<b>P 855,428</b>	<b>P 6,591,853</b>

	<b>December 31, 2015</b>			
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperor</u>
Net cash from (used in)				
Operating activities	P 1,649,796	P 6,674,017	P 2,337,407	P 2,699,991
Investing activities	( 17,970,448)	( 9,670,558)	( 1,601,984)	( 6,197,676)
Financing activities	<u>13,940,766</u>	<u>( 2,802,235)</u>	<u>( 311,617)</u>	<u>( 2,559,402)</u>
<b>Net cash inflow (outflow)</b>	<b><u>(P 2,379,886)</u></b>	<b><u>(P 5,798,776)</u></b>	<b><u>P 423,806</u></b>	<b><u>(P 6,057,087)</u></b>
	<b>December 31, 2014</b>			
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperor</u>
Non-current assets	P 98,949,337	P 40,802,539	P 7,753,258	P 33,459,388
Current assets	<u>122,090,504</u>	<u>23,078,934</u>	<u>4,978,865</u>	<u>66,099,164</u>
<b>Total assets</b>	<b><u>P 221,039,841</u></b>	<b><u>P 63,881,473</u></b>	<b><u>P 12,732,123</u></b>	<b><u>P 99,558,552</u></b>
Non-current liabilities	P 53,363,013	P 14,561,344	P 3,008,644	P 9,376,432
Current liabilities	<u>38,878,035</u>	<u>10,218,819</u>	<u>4,972,288</u>	<u>44,280,122</u>
<b>Total liabilities</b>	<b><u>P 92,241,048</u></b>	<b><u>P 24,780,163</u></b>	<b><u>P 7,980,932</u></b>	<b><u>P 53,656,554</u></b>
Revenues	<u>P 53,130,758</u>	<u>P 29,060,300</u>	<u>P 18,416,599</u>	<u>P 31,461,270</u>
Profit for the year attributable to owners of Parent	P 18,000,387	P 2,555,653	P 389,139	P 5,054,088
NCI	<u>3,554,328</u>	<u>2,889,420</u>	<u>408,816</u>	<u>1,150,097</u>
<b>Profit for the year</b>	<b><u>21,554,715</u></b>	<b><u>5,445,073</u></b>	<b><u>797,955</u></b>	<b><u>6,204,185</u></b>
Other comprehensive income (loss) attributable to:				
Owners of Parent	( 1,393,219)	( 7,374)	82,345	( 1,108,103)
NCI	<u>( 7,772)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other comprehensive income (loss) for the year</b>	<b><u>( 1,400,991)</u></b>	<b><u>( 7,374)</u></b>	<b><u>82,345</u></b>	<b><u>( 1,108,103)</u></b>
<b>Total comprehensive income for the year</b>	<b><u>P 20,153,724</u></b>	<b><u>P 5,437,699</u></b>	<b><u>P 880,300</u></b>	<b><u>P 5,096,082</u></b>
Net cash from (used in)				
Operating activities	P 1,732,689	P 9,101,516	P 769,965	(P 12,065,480)
Investing activities	( 15,009,954)	( 10,013,941)	( 1,102,498)	( 29,991,211)
Financing activities	<u>2,169,707</u>	<u>( 7,094,773)</u>	<u>( 10,061)</u>	<u>53,251,126</u>
<b>Net cash inflow (outflow)</b>	<b><u>(P 11,107,558)</u></b>	<b><u>(P 8,007,198)</u></b>	<b><u>(P 342,594)</u></b>	<b><u>P 11,194,435</u></b>

## 22. EARNINGS PER SHARE

Earnings per share is computed as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Basic:			
Net profit attributable to owners of the parent company	P 13,964,765,317	P 13,246,243,353	P 17,218,460,867
Divided by the weighted average number of outstanding common shares	<u>10,269,827,979</u>	<u>10,138,358,746</u>	<u>10,109,928,996</u>
	<u>P 1.3598</u>	<u>P 1.3065</u>	<u>P 1.7031</u>
Diluted:			
Net profit attributable to owners of the parent company	P 13,964,765,317	P 13,246,243,353	P 17,218,460,867
Divided by the weighted average number of outstanding common shares	<u>10,304,918,222</u>	<u>10,190,162,998</u>	<u>10,155,705,560</u>
	<u>P 1.3552</u>	<u>P 1.2999</u>	<u>P 1.6954</u>

As at December 31, 2015, 2014 and 2013, there are 35.1 million, 33.6 million and 31.1 million potentially dilutive shares, respectively, from the Company's ESOP (see Note 21.5). However, such number of dilutive shares has no significant effect on the weighted average number of outstanding common shares and, consequently, has little effect on the 2015, 2014 and 2013 diluted EPS.

## 23. REVENUES

The breakdown of revenues from sale of goods and rendering of services is presented below.

	Notes	<u>2015</u>	<u>2014</u>	<u>2013</u>
<b>Sale of Goods:</b>				
Revenues from Real Estate sales:				
Real estate (RE) sales	2.15(b,d)	P 27,262,297,450	P 24,606,554,437	P 22,159,368,696
Realized gross profit on RE sales	2.15(b)	3,786,994,581	3,229,266,841	3,234,397,459
Interest income on RE sales	6	<u>1,677,596,838</u>	<u>1,671,138,097</u>	<u>1,537,113,091</u>
		<u>32,726,888,869</u>	<u>29,506,959,375</u>	<u>26,930,879,246</u>
Sales of consumer goods	2.15(a)	<u>44,465,049,936</u>	<u>32,529,017,862</u>	<u>29,588,090,458</u>
		<u>P 77,191,938,805</u>	<u>P 62,035,977,237</u>	<u>P 56,518,969,704</u>
<b>Rendering of Services:</b>				
Gaming	2.15(f)	P 24,216,681,861	P 28,376,733,234	P 30,003,598,507
Sales by company-operated quick-service restaurants	2.15(h)	18,475,579,809	16,921,020,974	14,554,160,085
Rental income	14, 29.5	9,184,772,674	7,462,668,868	6,396,131,339
Hotel operations	2.15(g)	3,264,933,286	2,987,140,694	3,284,305,541
Franchise revenues	2.15(i)	1,864,243,896	1,495,577,642	1,256,044,080
Others		<u>1,475,299,647</u>	<u>1,315,714,888</u>	<u>1,192,742,897</u>
		<u>P 58,481,511,173</u>	<u>P 58,558,856,300</u>	<u>P 56,686,982,449</u>

Individual sublicense arrangements granted to franchisees and joint venturers generally include a lease and a license to use the McDonald's system in the Philippines and, in certain cases, the use of restaurant facility, generally for a period of 3 to 20 years provided, however, that should GADC's license rights from McDonald's be terminated at an earlier date or not renewed for any reason whatsoever, these sublicense agreements shall thereupon also be terminated.

Others include income from commissions, construction, cinema operations, property management operations, parking, laundry, arcade, bingo and production shows.

## 24. COST OF GOODS SOLD AND SERVICES

The components of cost of goods sold and services are as follows:

	Notes	2015	2014	2013
<b>Cost of Goods Sold:</b>				
Cost of consumer goods sold:				
Direct materials used		<b>P 27,351,007,298</b>	P 28,779,892,005	P 17,585,816,770
Change in work in process and finished goods		574,114,567	( 9,452,425,808 )	1,014,637,574
Salaries and employee benefits	27.1	758,345,142	253,613,904	169,133,468
Depreciation and amortization	13, 15	520,867,517	370,375,806	308,283,444
Indirect materials and other consumables		285,586,448	446,173,945	322,508,207
Outside services		243,896,811	225,434,391	154,489,851
Utilities		199,722,841	202,545,524	190,111,741
Repairs and maintenance		118,267,079	99,947,875	85,629,818
Supplies		90,219,850	99,277,030	182,647,176
Taxes and licenses		45,430,774	35,878,436	25,303,245
Other direct and overhead costs		305,065,644	167,868,314	97,143,797
		<u>30,492,523,971</u>	<u>21,228,581,422</u>	<u>20,135,705,091</u>
Cost of RE sales:				
Actual costs	2.15	9,520,350,982	7,762,486,949	6,601,714,543
Estimated costs to complete	2.6	5,914,591,370	6,601,382,238	6,412,937,323
		<u>15,434,942,352</u>	<u>14,363,869,187</u>	<u>13,014,651,866</u>
Deferred gross profit on RE sales	2.6	4,515,385,332	4,538,218,791	4,446,675,079
		<u>P 50,442,851,655</u>	<u>P 40,130,669,400</u>	<u>P 37,597,032,036</u>
<b>Cost of Services:</b>				
Food, supplies and other consumables		<b>P 9,232,150,550</b>	P 8,254,659,729	P 7,099,121,197
Gaming license fees	30.3(c)	5,308,814,127	6,203,179,668	6,506,213,809
Salaries and employee benefits	27.1	5,284,971,588	4,318,125,264	4,251,992,658
Rental		3,216,207,324	3,090,990,551	2,668,711,373
Promotional allowance	2.15	3,117,567,390	2,502,976,854	2,533,628,373
Depreciation and amortization	13, 14, 15	1,365,736,393	1,312,901,467	1,439,960,917
Outside services		409,244,645	243,976,043	313,801,551
Flight operations		373,707,628	73,616,115	265,121,683
Casino operating expense		268,339,360	485,916,735	494,391,194
Entertainment, amusement and recreation		63,601,073	170,790,956	472,324,723
Other direct and overhead costs		1,523,158,975	1,437,537,081	1,291,604,610
		<u>P 30,163,499,053</u>	<u>P 28,094,670,463</u>	<u>P 27,336,872,088</u>

Total cost of RE sales pertains to actual and estimated construction costs. A further analysis of these costs follows:

	Notes	2015	2014	2013
Cost of RE sales:	2.15			
Contracted services		P 12,851,666,636	P 12,120,803,695	P 11,192,512,055
Land cost		2,058,899,931	1,770,144,307	1,398,131,874
Borrowing costs		331,643,102	273,887,171	214,099,023
Other development costs		<u>192,732,683</u>	<u>199,034,014</u>	<u>209,908,914</u>
		<u>P 15,434,942,352</u>	<u>P 14,363,869,187</u>	<u>P 13,014,651,866</u>

Deferred gross profit on real estate sales pertains to the unrealized portion of gross profit on a year's real estate sales.

Other direct and overhead costs include costs incurred for insurance, waste disposal, meals and various other costs.

## 25. OTHER OPERATING EXPENSES

The details of other operating expenses are shown below.

	Notes	2015	2014	2013
Advertising and promotions		P 7,215,923,519	P 8,838,474,580	P 9,827,324,537
Salaries and employee benefits	21.5, 27.1	4,722,463,895	3,906,405,251	3,439,581,167
Depreciation and amortization	13, 15	2,599,551,395	2,579,790,544	2,571,234,479
Commissions		1,182,614,368	1,097,461,661	938,974,577
Utilities		1,150,875,287	765,238,642	1,035,625,419
Professional fees and outside services		1,093,324,654	1,084,037,742	675,424,388
Rental	15	1,077,411,329	895,129,897	801,880,114
Royalty	29.8	923,028,088	862,366,072	743,892,966
Freight and handling		888,372,559	914,947,142	822,268,286
Taxes and licenses		842,717,343	1,038,518,994	684,837,466
Transportation and travel		626,245,120	565,420,089	454,182,827
Management fees	29.4	471,697,945	402,665,835	615,688,637
Repairs and maintenance		405,619,385	429,023,839	392,919,834
Representation and entertainment		152,860,046	132,407,764	150,295,427
Communication and office expenses		42,312,207	50,135,251	43,904,963
Impairment of receivables	6	35,555,627	55,475,139	1,852,173
Write-down of inventories	8	15,631,536	21,973,209	-
Insurance		7,339,131	5,456,659	4,707,087
Impairment of property, plant and equipment	13	-	209,995,122	-
Miscellaneous		<u>2,258,513,285</u>	<u>2,232,870,587</u>	<u>1,806,208,167</u>
		<u>P 25,712,056,719</u>	<u>P 26,087,776,019</u>	<u>P 25,010,802,514</u>

These other operating expenses are classified by function as follows:

	2015	2014	2013
General and administrative expenses	P 15,492,506,948	P 14,177,420,086	P 11,848,194,095
Selling and marketing expenses	<u>10,219,549,771</u>	<u>11,910,355,933</u>	<u>13,162,608,419</u>
	<u>P 25,712,056,719</u>	<u>P 26,087,776,019</u>	<u>P 25,010,802,514</u>

Miscellaneous expenses include expenses incurred for security services, supplies and other consumables, donations, training and development, dues and subscriptions, and various other expenses.

## 26. OTHER INCOME AND CHARGES

Other income and charges provide details of Finance and Other Income account and Finance Costs and Other Charges account as presented in the statements of comprehensive income.

	Notes	2015	2014	2013
<b>Finance and other income:</b>				
Interest income	5, 7	P 2,477,581,190	P 2,589,097,758	P 3,099,675,804
Fair value gains – net	7	257,633,748	8,363,512	-
Gain on sale of investments in an associate	12.5	181,347,731	-	-
Dividend income		15,376,038	20,278,117	14,178,074
Gain on reversal of liabilities		6,000,000	121,428,571	160,666,483
Gain on sale of investment in AFS financial assets	11	-	41,859,502	128,177,128
Gain on acquisitions and deconsolidation of subsidiaries	12	3,758,167	524,766,704	763,834,597
Preacquisition income		291,847	9,150,638	6,315,710
Gain on disposal of PPE, investment properties and intangible assets – net		1,779,421	69,298,776	-
Gain on divestment of interest in a subsidiary		-	-	2,905,304,542
Foreign currency gains – net		-	-	2,336,779,018
Gain on refunds		-	-	4,100,270
Miscellaneous – net	6, 8, 13	212,019,558	1,303,344,676	754,342,224
		<u>P 3,155,787,700</u>	<u>P 4,687,588,254</u>	<u>P 10,173,373,850</u>
<b>Finance costs and other charges:</b>				
Interest expense	17, 18			
	19, 20, 28	P 4,030,183,353	P 4,281,446,845	P 4,285,500,975
Foreign currency losses – net		1,551,620,605	57,235,428	-
Loss on sale of investment in AFS financial assets	11	34,615,950	-	-
Unrealized loss on interest rate swap	20	30,186,511	36,405,850	112,842,001
Loss on disposal of PPE, investment properties and intangible assets – net		-	-	37,781,242
Fair value losses – net	7	-	-	429,371,099
Day-one loss on non-current installment contract receivable		-	-	49,995,897
Loss on write-off of property development costs		-	-	27,945,739
Miscellaneous	6, 13	205,890,592	80,821,589	65,342,742
		<u>P 5,852,497,011</u>	<u>P 4,455,909,712</u>	<u>P 5,008,779,695</u>

The recognized gain on sale of investment in an associate represents the difference between the proceeds from sale over the carrying amount of the Group's investment in BNHGI, partially sold in 2015 (see Note 12.5), and GSTAI, sold in 2014.

In 2015, GADC acquired 100% ownership over ODC for a total cash consideration of 129.3 million. The transaction resulted in the recognition of gain on acquisition of subsidiary amounting to P3.8 million.

In January 2014, Megaworld acquired additional 16.67% ownership in LFI, increasing its total ownership interest to 66.67%; thereby, obtaining control. The fair value of the identifiable net assets of P3.7 billion exceeded the acquisition cost of P3.6 billion; hence, a gain on acquisition (negative goodwill) of P77.6 million was recognized from the acquisition.

In December 2014, Megaworld also acquired 100% ownership in DPDHI to increase its landbank position in Davao City. The transaction was settled in cash amounting to P495.4 million and a gain on acquisition of P65.1 million was recognized.

In 2014, FEPI sold 40% of its ownership interest in BNHGI. The deconsolidation of BNHGI resulted in the recognition of gain on deconsolidation amounting to P377.5 million (see Note 12.5). Also in 2015, FEPI sold a portion of its investments in BNHGI resulting to a gain amounting to P181.3 million. The sale did not affect the significant influence of the Group over BNHGI.

Also in 2014, AFCMI obtained control over MFGFI and GYACI which resulted to a gain on acquisition amounting to P3.6 million and P1.0 million, respectively.

In August 2013, Megaworld acquired 100% interest in API. The transaction was settled in cash amounting to P3.3 billion, while fair value of the net identifiable assets acquired amounted to P4.1 billion, thereby resulting in a gain on acquisition of subsidiary amounting to P763.8 million.

Also in 2013, the Company sold 1,431.8 million EMP shares for P8.98 per share to third parties. The Company recognized P2,905.3 million gain, net of related costs, from divestment of its interest over EMP.

Miscellaneous income refers to gain on sale of non-current assets, marketing fees and others.

Miscellaneous expenses pertain to amortization of discounts on security deposits, bank charges, impairment loss on receivables and other related fees.

## 27. SALARIES AND EMPLOYEE BENEFITS

### 27.1 Salaries and Employee Benefits

Expenses recognized for salaries and employee benefits are presented below.

	Notes	2015	2014	2013
Short-term employee benefits		P 9,990,150,534	P 7,854,178,380	P 7,437,580,212
Post-employment defined benefit	27.2	475,185,920	310,622,207	266,310,249
Share option benefit expense	21.5, 27.3			
	29.10	<u>300,444,171</u>	<u>313,343,832</u>	<u>156,816,832</u>
		<u>P 10,765,780,625</u>	<u>P 8,478,144,419</u>	<u>P 7,860,707,293</u>

These are classified in the consolidated statements of comprehensive income as follows:

	Notes	2015	2014	2013
Cost of goods sold	24	P 758,345,142	P 253,613,904	P 169,133,468
Cost of services	24	5,284,971,588	4,318,125,264	4,251,992,658
Other operating expenses	25	<u>4,722,463,895</u>	<u>3,906,405,251</u>	<u>3,439,581,167</u>
		<u>P 10,765,780,625</u>	<u>P 8,478,144,419</u>	<u>P 7,860,707,293</u>



## 27.2 *Post-employment Defined Benefit*

### (a) *Characteristics of the Defined Benefit Plan*

Except for Megaworld, GERI, GADC, EDI and WML, the Company and all other subsidiaries have no established corporate retirement plans. Travellers, AWGI and TEI compute its retirement obligation based on the provisions of Republic Act (R.A.) No. 7641, *The Retirement Pay Law*. The amounts of retirement benefit expense and obligation were actuarially determined using the projected unit credit method for those with corporate retirement plans and those retirement plans following R.A. 7641. Whereas, the Company and the other subsidiaries within the Group have not accrued any post-employment benefit obligation as each entity has less than 10 employees.

The Group's management believes that the non-accrual of the estimated post-employment benefits will not have any material effect on the Group's consolidated financial statements.

Megaworld, EDI and WML maintains a funded, tax-qualified, noncontributory retirement plan that is being administered by each trustee bank covering all regular and full-time employees. GERI has an unfunded, noncontributory defined benefit plan covering all regular employees. GERI's plan provides for a lump-sum benefit equal to 85% to 150% of the employees monthly salary for every year of qualified duration of service. GADC has a funded, defined contribution retirement plan covering all regular and full-time employees, which allows voluntary employee contribution.

### (b) *Explanation of Amounts Presented in the Financial Statements*

Actuarial valuations are made annually to update the post-employment benefit costs and the amount of contributions. All amounts presented below and in the succeeding pages are based on the actuarial valuation reports obtained from independent actuaries in 2015 and 2014.

The amounts of retirement benefit obligation as of the end of the reporting periods, presented as non-current liability in the consolidated statements of financial position, are determined as follows:

	<u>2015</u>	<u>2014</u>
Present value of the obligation	<b>P 12,904,284,510</b>	P 13,636,601,974
Fair value of plan assets	<b>( 11,038,183,769)</b>	( 10,899,926,023)
	<b><u>P 1,866,100,741</u></b>	<b><u>P 2,736,675,951</u></b>

The movements in the present value of retirement benefit obligation are as follows:

	<u>2015</u>	<u>2014</u>
Balance at beginning of year	<b>P 13,636,601,974</b>	P 1,801,290,300
Remeasurement gains (losses)	<b>( 1,011,864,498)</b>	418,216,168
Current service and interest costs	<b>773,308,860</b>	425,414,798
Effects of foreign currency adjustment	<b>7,846,290</b>	34,463,804
Availment of sabbatical leave	<b>( 2,132,264)</b>	( 3,224,060)
Additions due to consolidation of new subsidiary	-	11,040,689,757
Effect of curtailment	-	( 44,002)
Benefits paid by the plan	<b>( 499,475,852)</b>	( 80,204,791)
Balance at end of year	<b><u>P 12,904,284,510</u></b>	<b><u>P 13,636,601,974</u></b>

The movements in the fair value of plan assets of funded retirement plans of the Group are presented below.

	<u>2015</u>	<u>2014</u>
Balance at beginning of year	<b>P 10,899,926,023</b>	P 373,197,625
Contributions paid into the plan	<b>340,000,000</b>	85,932,306
Actual return on plan assets	<b>387,601,222</b>	464,969,512
Actuarial gain (loss)	<b>( 118,865,632)</b>	5,186,056
Foreign exchange adjustment	<b>14,140,851</b>	-
Additions due to consolidation of new subsidiary	-	10,048,744,142
Benefits paid by the plan	<b>( 484,618,695)</b>	( 78,103,618)
Balance at end of year	<b><u>P 11,038,183,769</u></b>	<b><u>P 10,899,926,023</u></b>

The plan assets of Megaworld pertaining only to cash and cash equivalents amounted to P140.6 million and P114.1 million as at December 31, 2015 and 2014, respectively. The plan assets of EMP and GADC in 2015 and 2014 consist of the following:

	<u>2015</u>	<u>2014</u>
Investments in:		
Other securities and debt instruments	<b>64.54%</b>	65.87%
Long-term equity investments	<b>28.24%</b>	27.03%
Unit investment trust fund	<b>1.02%</b>	1.72%
Cash and cash equivalents	<b>1.22%</b>	0.47%
Property	<b>4.97%</b>	4.90%
Loans and receivables	<b>0.01%</b>	0.01%
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Actual returns in 2015 and 2014 amounted to P387.6 million and P465.0 million, respectively.

The fair value of the plan assets is at Level 1 in the fair value hierarchy except for loans and receivables and property which are at Level 3.

The amounts of post-employment benefits expense recognized as part of Salaries and Employee Benefits in profit or loss (see Note 27.1) and other comprehensive income are as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
<i>Reported in profit or loss:</i>			
Current service cost	<b>P475,185,920</b>	P 325,213,109	P 255,590,445
Remeasurement gain	-	( 14,546,900)	-
Curtailement gain	-	( 44,002)	-
Past service cost	-	-	10,719,804
	<b><u>P475,185,920</u></b>	<b><u>P 310,622,207</u></b>	<b><u>P 266,310,249</u></b>
<i>Reported in OCI:</i>			
Actuarial gains (losses) arising from changes in:			
Financial assumptions	<b>P 852,331,941</b>	(P 832,416,099)	(P 18,003,255)
Demographic assumptions	<b>9,325,795</b>	( 18,374,487)	74,738,227
Experience adjustments	<b>29,485,586</b>	412,104,547	( 17,644,865)
Return on plan assets (excluding amounts in net interest expense)	<b>( 3,824,909)</b>	24,530,803	( 29,220,312)
	<b>887,318,413</b>	( 414,155,236)	9,869,795
Tax income (expense)	<b>( 206,483,118)</b>	86,813,531	( 6,932,192)
	<b><u>P680,835,295</u></b>	<b><u>(P327,341,705)</u></b>	<b><u>P 2,937,603</u></b>

In 2015 and 2014, post-employment benefits expense amounting to P179.0 million and P18.2 million were incurred for WML's defined contribution plan, respectively, and thus will not be included in the current service cost presented under the movement of post-employment benefit obligation.

The amounts of post-employment benefits expense are included as part of Salaries and employee benefits account under Other Operating Expenses in the consolidated statements of comprehensive income.

In determining the post-employment benefit obligation, the following actuarial assumptions were used:

	<u>2015</u>	<u>2014</u>
Discount rates	<b>3.55% - 5.40%</b>	3.58% - 7.81%
Expected rates of salary increases	<b>4.00% - 10.00%</b>	4.00% - 10.00%

Assumptions regarding future mortality are based on published statistics and mortality tables. The discount rates assumed were based on the yields of long-term government bonds, as of the valuation dates. The applicable period used approximate the average years of remaining working lives of the Group's employees.

(c) *Risks Associated with the Retirement Plan*

The plan exposes the Group to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

(i) *Investment and Interest Risks*

Discount rate determined by reference to market yields of government bonds. Generally, a decrease in the interest rate of a reference government bonds will increase the plan obligation. However, this will be partially offset by an increase in the return on the plan's investments in debt securities and if the return on plan asset falls below this rate, it will create a deficit in the plan.

Currently, the plans have relatively balanced investment in cash and cash equivalents, equity securities and debt securities. Due to the long-term nature of the plan obligation, a level of continuing equity investments is an appropriate element of the Group's long-term strategy to manage the plan efficiently.

(ii) *Longevity and Salary Risks*

The present value of the defined benefit obligation is calculated by reference to the best estimate of the mortality of the plan participants both during and after their employment, and to their future salaries. Consequently, increases in the life expectancy and salary of the plan participants will result in an increase in the plan obligation.

(d) *Other Information*

(i) *Sensitivity Analysis*

The information on the sensitivity analysis for certain significant actuarial assumptions, the Group's asset-liability matching strategy, and the timing and uncertainty of future cash flows related to the retirement plan are described below.

	<u>Change in Assumption</u>	<u>Maximum Impact on Post-employment Obligation</u>	
		<u>Increase in Assumption</u>	<u>Decrease in Assumption</u>
<b><u>December 31, 2015</u></b>			
Discount rate	+/-0.5% to +/-14.3%	(P 791,165,042)	P 750,361,047
Salary increase rate	+/-1.0% to +/-11.0%	459,982,085	( 268,342,730)
<b><u>December 31, 2014</u></b>			
Discount rate	+/-0.5% to +/-14.3%	(P 724,954,895)	P 799,937,291
Salary increase rate	+/-1.0% to +/-13.2%	382,348,444	( 320,891,162)

The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. This analysis may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation recognized in the consolidated statements of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous years.

*(ii) Asset-liability Matching Strategies*

The Group, through its BOD, envisions that the investment positions shall be managed in accordance with its asset-liability matching strategy to achieve that long-term investments are in line with the obligations under the retirement scheme. This aims to match the plan assets to the retirement obligations by investing in equities and maintaining cash and cash equivalents that match the benefit payments as they fall due and in the appropriate currency.

*(iii) Funding Arrangements and Expected Contributions*

The plan is currently underfunded by P1,866.1 million based on the Group's latest actuarial valuation. While there are no minimum funding requirement in the country, the size of the underfunding may pose a cash flow risk in about 23 years' time when a significant number of employees is expected to retire.

The maturity profile of undiscounted expected benefit payments from the plan as at December 31 are as follows:

	<u>2015</u>	<u>2014</u>
Within one year	<b>P 371,687,523</b>	P 352,312,483
More than one year to five years	<b>1,223,854,206</b>	1,228,723,006
More than five years to 10 years	<b>1,287,297,395</b>	1,253,781,185
More than ten years to 15 years	<b>662,634,444</b>	757,040,080
More than 15 years to 20 years	<b>1,166,762,031</b>	1,202,180,504
More than 20 years	<b><u>21,590,449,193</u></b>	<u>24,886,513,583</u>
	<b><u>P 26,302,684,792</u></b>	<u>P 29,680,550,841</u>

The Group expects to contribute in 2016, P12.0 million and P40.0 million to the retirement plan maintained for Megaworld and GADC, respectively. GERI and EMP have yet to decide the amount of future contributions to their existing retirement plans.

**27.3 Share Option Benefits**

The Group's share option benefit expense includes the amounts recognized by the Company, Megaworld, GERI and EMP over the vesting period of the options granted by them (see Note 21.5). Options for 285.9 million shares and 95.8 million shares have vested as at December 31, 2015 and 2014, respectively. Share option benefits expense, included as part of Salaries and Employee Benefits amounted to P300.4 million in 2015, P313.3 million in 2014 and P156.8 million in 2013 (see Note 27.1).

## 28. TAXES

### 28.1 Current and Deferred Taxes

The tax expense (income) reported in the consolidated statements of comprehensive income for the years ended December 31 are as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
<i>Reported in consolidated profit or loss</i>			
Current tax expense:			
Regular corporate income tax (RCIT) at 30% and 10%	<b>P 3,917,658,855</b>	P 3,923,667,182	P 4,030,414,576
Final tax at 20% and 7.5%	<b>103,732,980</b>	138,822,313	225,256,736
Minimum corporate income tax (MCIT) at 2%	<b>23,850,865</b>	164,745,654	29,429,810
Preferential tax rate at 5%	<b>19,247,898</b>	58,117,064	27,592,034
Others	<b>41,356,179</b>	138,327,833	75,941,268
	<b>4,105,846,777</b>	4,423,680,046	4,388,634,424
Deferred tax expense relating to origination and reversal of temporary differences	<b>1,134,807,429</b>	1,102,765,005	968,122,673
	<b><u>P 5,240,654,206</u></b>	<u>P 5,526,445,051</u>	<u>P 5,356,757,097</u>
<i>Reported in consolidated other comprehensive income -</i>			
Deferred tax expense (income) relating to origination and reversal of temporary differences	<b><u>P 227,444,114</u></b>	<u>(P 117,498,049)</u>	<u>P 22,204,044</u>

ECOC, SEDI and Travellers are Philippine Economic Zone Authority - registered entities which are entitled to 5% preferential tax rate on gross income from registered activities in lieu of all local and national taxes and to other tax privileges.

In November 2011, the Board of Investments approved SPI's application for registration on a certain project. SPI is entitled to income tax holiday for three years from November 2011 or actual start of commercial operations/selling, whichever is earlier but in no case earlier than the date of registration, with certain terms.

The reconciliation of tax on consolidated pretax income computed at the applicable statutory rates to consolidated tax expense is as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Tax on consolidated pretax income at 30%	<b>P 8,078,118,494</b>	P 7,990,840,254	P 8,523,671,095
Adjustment for income subjected to different tax rates	<b>( 329,600,325)</b>	( 2,450,052,961)	( 1,598,765,848)
Tax effects of:			
Income not subject to RCIT	<b>( 8,254,918,534)</b>	( 6,453,316,654)	( 9,233,947,881)
Nondeductible expenses	<b>5,871,926,109</b>	6,294,003,108	7,106,788,376
Tax benefit arising from unrecognized deferred tax asset	<b>355,488,785</b>	503,607,237	572,841,777
Additional deduction with the use of Optional Standard Deduction (OSD)	<b>( 558,234,820)</b>	( 488,708,892)	( 38,707,207)
Others	<b>77,874,497</b>	130,072,959	24,876,785
Tax expense reported in consolidated profit or loss	<b><u>P 5,240,654,206</u></b>	<u>P 5,526,445,051</u>	<u>P 5,356,757,097</u>

The deferred tax assets and liabilities as at December 31 presented in the consolidated statements of financial position relate to the following:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Deferred tax assets:			
Retirement benefit obligation	P 356,887,221	P 403,758,306	P 389,030,740
MCIT	150,733,088	146,272,494	23,317,621
Allowance for impairment losses	122,298,594	110,753,187	177,764,052
Accrued rent	32,995,141	36,213,490	35,755,872
Net operating loss carry-over (NOLCO)	16,281,073	9,874,627	48,333,454
Allowance for inventory write-down	18,484,887	19,724,387	13,183,799
Unrealized income – net	13,771,175	7,091,727	4,635,851
Others	<u>40,106,946</u>	<u>42,147,748</u>	<u>36,538,273</u>
	<b>P 751,558,125</b>	<b>P 775,835,966</b>	<b>P 728,559,662</b>
Deferred tax liabilities – net:			
Uncollected gross profit	P 8,884,257,510	P 7,617,315,708	P 6,305,622,637
Brand valuation	1,797,409,000	1,994,428,801	-
Capitalized interest	1,431,498,138	998,345,338	1,160,842,521
Fair value adjustment	363,554,500	426,376,168	-
Unrealized foreign currency losses (gains) – net	( 667,367,207)	( 323,118,182)	( 262,572,657)
Difference between the tax reporting base and financial reporting base of property, plant and equipment	258,790,669	234,176,793	198,812,638
Translation adjustments	( 96,732,669)	( 117,693,665)	( 87,005,067)
Uncollected rental income	7,882,177	29,427,068	91,493,961
Retirement benefit obligation	( 245,597,333)	-	-
Others	<u>( 145,957,617)</u>	<u>( 600,191,965)</u>	<u>( 164,714,655)</u>
	<b>P 11,587,737,168</b>	<b>P 10,259,066,064</b>	<b>P 7,242,479,378</b>

The deferred tax expense reported in the consolidated statements of comprehensive income is shown below.

	<u>Consolidated Profit or Loss</u>			<u>Consolidated Other Comprehensive Income</u>		
	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Deferred tax expense (income):						
Uncollected gross profit	P 1,266,941,802	P 1,694,029,381	P 1,233,164,179	P -	P -	P -
Brand valuation	( 197,019,801)	-	-	-	-	-
NOLCO	( 6,406,446)	( 38,458,827)	( 137,055,561)	-	-	-
Retirement benefit obligation	46,871,085	( 98,417,399)	( 104,000,889)	206,483,118	( 86,813,531)	6,932,192
Capitalized interest	433,152,800	( 111,644,539)	25,462,745	-	-	-
Uncollected rental income	( 21,544,891)	( 69,636,728)	52,193,683	-	-	-
Accrued rent	3,218,349	( 10,064,742)	( 12,359,135)	-	-	-
MCIT	( 4,460,594)	( 122,954,873)	( 7,508,969)	-	-	-
Allowance for impairment losses	11,545,407	( 92,789,582)	( 3,534,794)	-	-	-
Difference between the tax reporting base and financial reporting base of property, plant and equipment	24,613,876	35,364,155	( 1,353,981)	-	-	-
Unrealized foreign currency gains - net	( 344,249,025)	( 60,343,457)	( 127,032)	-	-	-
Translation adjustments	-	-	-	20,960,996	( 30,688,598)	15,271,852
Fair value adjustments on AFS	( 62,821,668)	( 2,817,304)	-	-	4,080	-
Others	<u>( 15,033,465)</u>	<u>( 19,501,080)</u>	<u>( 76,757,573)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Deferred tax expense (income)	<b>P 1,134,807,429</b>	<b>P 1,102,765,005</b>	<b>P 968,122,673</b>	<b>P 227,444,114</b>	<b>( P 117,498,049)</b>	<b>P 22,204,044</b>

The details of NOLCO, which can be claimed as deduction from the respective subsidiaries' future taxable income within three years from the year the loss was incurred, are shown below.

<u>Year</u>	<u>Original Amount</u>	<u>Applied</u>	<u>Expired Balance</u>	<u>Remaining Balance</u>	<u>Valid Until</u>
2015	P 781,418,741	P -	P -	P 781,418,741	2018
2014	1,506,737,734	-	-	1,506,737,734	2017
2013	2,687,139,654	( 549,872,998)	-	2,137,266,656	2016
2012	<u>1,877,606,500</u>	<u>( 1,815,638,881)</u>	<u>( 61,967,619)</u>	<u>-</u>	
	<b><u>P 6,852,902,629</u></b>	<b><u>(P 2,365,511,879)</u></b>	<b><u>(P 61,967,619)</u></b>	<b><u>P 4,425,423,131</u></b>	

Some companies of the Group are subject to the MCIT which is computed at 2% of gross income, as defined under the tax regulations. The details of MCIT, which can be applied as deduction from the entities' respective future RCIT payable within three years from the year the MCIT was paid, are shown below.

<u>Year Incurred</u>	<u>Original Amount</u>	<u>Expired</u>	<u>Remaining Balance</u>	<u>Valid Until</u>
2015	P 20,890,523	P -	P 20,890,523	2018
2014	164,033,596	-	164,033,596	2017
2013	21,496,190	-	21,496,190	2016
2012	<u>22,482,523</u>	<u>( 22,482,523)</u>	<u>-</u>	
	<b><u>P 228,902,832</u></b>	<b><u>(P 22,482,523)</u></b>	<b><u>P 206,420,309</u></b>	

The following summarizes the amount of NOLCO and other deductible temporary differences as at the end of 2015, 2014 and 2013 for which the related deferred tax assets (liabilities) – net have not been recognized by certain subsidiaries within the Group based on their assessments that the related tax benefits may not be realized within the prescriptive period.

	<u>2015</u>		<u>2014</u>		<u>2013</u>	
	<u>Amount</u>	<u>Tax Effect</u>	<u>Amount</u>	<u>Tax Effect</u>	<u>Amount</u>	<u>Tax Effect</u>
NOLCO	<b>P 4,371,152,888</b>	<b>P 1,311,345,866</b>	P 3,575,943,355	P 1,072,783,007	P 4,961,352,403	P 1,488,405,721
Unrealized loss on interest rate swap	<b>561,969,185</b>	<b>168,590,756</b>	856,134,049	256,840,215	1,137,998,386	341,399,516
Unrealized foreign currency losses – net	<b>547,769,984</b>	<b>164,330,995</b>	45,480,627	13,644,188	( 12,578,916)	( 3,773,675)
Share-based compensation	<b>175,780,739</b>	<b>52,734,222</b>	130,877,036	39,263,111	264,469,448	79,340,834
Retirement benefit obligation	<b>73,391,230</b>	<b>22,017,369</b>	57,895,901	17,368,770	49,435,000	14,830,500
MCIT	<b>55,087,856</b>	<b>55,087,856</b>	55,859,616	55,859,616	65,098,838	65,098,838
Allowance for inventory write-down	<b>496,529</b>	<b>148,959</b>	483,969	145,191	312,718	93,815
ARO	<b>300,867</b>	<b>90,260</b>	-	-	-	-
Allowance for impairment	<b>28,167</b>	<b>8,450</b>	-	-	24,385,645	7,315,694
Accrued rent	<b>-</b>	<b>-</b>	-	-	6,627,877	1,988,363
	<b><u>P 5,785,977,445</u></b>	<b><u>P 1,774,354,733</u></b>	<b><u>P 4,722,674,553</u></b>	<b><u>P 1,455,904,098</u></b>	<b><u>P 6,497,101,399</u></b>	<b><u>P 1,994,699,606</u></b>



## 28.2 Optional Standard Deduction

Corporate taxpayers have an option to claim itemized deductions or OSD equivalent to 40% of gross sales. Once the option to use OSD is made, it shall be irrevocable for that particular taxable year.

In 2015, 2014 and 2013, the companies within the Group opted to continue claiming itemized deductions in computing for its income tax due except for EDI which opted to claim OSD in 2015 and 2014, and AWGI and MDC for 2015, 2014 and 2013.

## 28.3 Taxation of Casino Operations

Under the Provisional License Agreement with PAGCOR, Travellers is subject to 25% and 15% license fees, in lieu of all taxes, with reference to the income component of the gross gaming revenues. The license fees are directly remitted by the Company to PAGCOR as required under the Provisional License Agreement. Unpaid license fees as of year-end is recorded as Gaming license fees payable presented under Trade and Other Payables in the consolidated statements of financial position (see Note 16).

In April 2013, however, the Bureau of Internal Revenue (BIR) issued RMC 33-2013 declaring that PAGCOR, its contractees and its licensees are no longer exempt from corporate income tax under the National Internal Revenue Code of 1997, as amended.

In May 2014, PAGCOR issued Guidelines for a 10% income tax allocation (ITA) measure whereby, effective April 1, 2014, the 25% and 15% license fees were effectively reduced to 15% and 5%, respectively, inasmuch as 10% of the license fees was allocated for income tax on gaming, subject to quarterly and annual true-up mechanisms obliging the licensees to remit to PAGCOR any savings from the excess of the 10% ITA over the actual income tax paid on the gaming revenues [see Note 30.3(c)].

## 29. RELATED PARTY TRANSACTIONS

The Group's related parties include its stockholders, associates, jointly controlled entities, the Group's key management personnel and retirement fund, and others as described below.

The summary of the Group's transactions with its related parties as of and for the years ended December 31, 2015, 2014 and 2013 are as follows:

Related Party Category	Notes	Amount of Transaction			Outstanding Balance	
		2015	2014	2013	2015	2014
<b>Parent Company and subsidiaries' stockholders:</b>						
Redeemable preferred shares	19	P -	P -	P -	P 671,367,358	P 596,431,722
Casino transactions	29.3	2,878,377,127	7,941,612,756	9,911,409,089	31,319,430	289,395,342
Incidental rebate charges	29.3	155,568,762	1,946,203,700	2,653,102,036	142,750,108	168,093,697
Management fees	29.4	376,529,493	315,469,747	562,848,779	44,043,669	31,711,184
Issuance of ELS	20	-	5,280,000,000	-	5,280,000,000	5,280,000,000
Accounts payable	29.8	9,000,000	114,474,692	258,174,697	378,170,512	369,170,512

Related Party Category	Notes	Amount of Transaction			Outstanding Balance	
		2015	2014	2013	2015	2014
<b>Related party under common ownership:</b>						
Purchase of raw materials	29.1	<b>P 3,014,462,087</b>	P 4,654,005,633	P 418,361,736	<b>P 1,200,024,526</b>	P 1,616,937,584
Purchase of imported goods	29.1	<b>4,686,357</b>	3,475,578	146,501,368	<b>207,002</b>	160,919
Acquisition of assets	29.2	-	-	1,072,522,335	-	-
Sales of investment	29.5	-	5,000,000	-	-	-
Advances granted	29.7	<b>1,553,845,244</b>	( 572,143,376 )	903,799,948	<b>2,691,119,370</b>	1,137,274,126
<b>Associates –</b>						
Advances granted	29.7	<b>2,996,218</b>	273,273,910	( 58,995,675 )	<b>1,280,778,127</b>	1,277,781,909
<b>Others:</b>						
Receivable from joint venture	29.6	-	-	22,797,613	-	-
Accounts receivable	29.8	<b>( 1,559,905,766 )</b>	118,991,964	43,939,262	<b>273,130,005</b>	1,833,035,771
Accounts payable	29.8	<b>( 173,165,011 )</b>	( 586,491,844 )	149,466,365	<b>52,159,300</b>	225,324,311
Advances from joint venture partners and others	29.9	<b>588,008,586</b>	549,044,994	( 502,295,497 )	<b>1,491,160,829</b>	903,152,243

Unless otherwise stated, the outstanding balance of the Group's transactions with its related parties are unsecured, noninterest-bearing and payable on demand.

### ***29.1 Purchase of Goods***

Emperador imports raw materials such as alcohol, flavorings and other items through Andresons Global, Inc. (AGL). There are also finished goods purchased through AGL and from Consolidated Distillers, Inc. (Condis) (for 2013). These transactions are payable in cash within 30 days.

Emperador also imports raw materials from Alcoholera dela Mancha Vinicola, S.L., a wholly owned subsidiary of BLC, now considered a related party under common control in 2014.

The outstanding liability related to these purchases is presented as part of Trade payables under Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

### ***29.2 Acquisition of Assets***

In 2013, GADC acquired building and leasehold improvements from McDonald's Philippines Realty Corporation (MPRC), with outstanding liability amounting to P196.6 million as at December 31, 2013. The amount was settled in full in 2014.

In 2013, Emperor acquired and fully paid the distillery facilities of Condis, which include the following assets:

	<u>Notes</u>	
Property, plant and equipment	13	P 756,990,993
Inventories	8	<u>140,578,342</u>
		<u>P 897,569,335</u>

No similar transactions occurred in both 2015 and 2014.

### ***29.3 International Marketing and Joint Co-operation Agreement with Genting Hongkong, Ltd. (GHL)***

In 2009, Travellers entered into an international marketing agreement with GHL whereby GHL will handle the promotion of Travellers' casinos and will bring in foreign patrons to play in its casinos. As a consideration for such services, Travellers shall pay GHL an amount equivalent to a certain percentage of gross gaming revenues recognized by Travellers from foreign patrons brought in by GHL.

In 2012, Travellers and GHL terminated the international marketing agreement and executed a joint co-operation agreement to revise the consideration for the services of GHL to Travellers from a certain percentage of gross gaming revenues to a certain percentage of net turnover.

In 2015, Travellers and GHL discontinued the joint co-operation agreement.

Incidental rebate charges arising from this transaction are presented as part of Advertising and promotions under the Other Operating Expenses account in the consolidated statements of comprehensive income (see Note 25). The outstanding balances of payables are presented as part of Trade payables under the Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

Travellers also recognized outstanding receivables from GHL representing show money received by GHL from foreign patrons which GHL will later remit to Travellers. The outstanding balances of receivables are presented as part of Trade receivables under Trade and Other Receivables account in the consolidated statements of financial position (see Note 6).

### ***29.4 Operations and Management Agreement with GHL***

Some of Travellers' administrative functions are being handled by certain key officers and employees under the management of GHL as agreed by both parties under the Operations and Management Agreement. Management fees are presented as part of Management fees under the Other Operating Expenses account in the consolidated statements of comprehensive income (see Note 25). The outstanding liability arising from this transaction is presented as part of Accrued expenses in the Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

### ***29.5 Sale of Investment in GSTAI***

In 2014, Travellers sold its investment in GSTAI to a related party under common ownership. There is no outstanding receivable arising from this transaction in 2014.

### ***29.6 Receivable from a Joint Venture***

Receivables from GCFII are unsecured, interest free and normally settled in cash. These are included in Trade receivables under the Trade and Other Receivables account in the consolidated statements of financial position.

In 2014, GADC made additional investment in GCFII resulting to an increase in ownership interest from 50% to 60%, thus obtaining control. The outstanding amount of receivables from GCFII in 2014 was eliminated in full.

### ***29.7 Advances to Associates and Other Related Parties***

Entities within the Group grant advances to associates and other entities for working capital purposes. These advances to associates and other related parties are unsecured, noninterest-bearing and repayable upon demand. Settlement is generally made in cash or through offsetting arrangements. The outstanding balances of Advances to associates and other related parties, which are shown as part of Investments in and Advances to Associates and Other Related Parties account in the consolidated statements of financial position, are presented as follows (these mainly represent advances granted by Megaworld) [see Note 12.1]:

	<u>2015</u>	<u>2014</u>
Associates	<b>P 1,280,778,127</b>	P 1,277,781,909
Other related parties	<b><u>2,691,119,370</u></b>	<u>1,137,274,126</u>
	<b><u>P 3,971,897,497</u></b>	<u>P 2,415,056,035</u>

The movements of the Advances to Associates and Other Related Parties account are as follows:

	<u>2015</u>	<u>2014</u>
Balance at beginning of year	<b>P 2,415,056,035</b>	P 2,713,925,501
Cash advances granted	<b>1,557,034,759</b>	959,713,523
Collections	<b><u>(193,297)</u></b>	<u>(1,258,582,989)</u>
Balance at end of year	<b><u>P 3,971,897,497</u></b>	<u>P 2,415,056,035</u>

As at December 31, 2015 and 2014, based on management's assessment, the outstanding balances of advances to associates and other related parties are not impaired; hence, no impairment losses were recognized.

### 29.8 Due from/to Related Parties

Transactions with related parties include the following: financing of opening of letters of credit and payment of progress billing, royalty fees, rentals, interest and certain expenses in behalf of the entities within Group or other related parties. The amounts due from and to related parties are unsecured, noninterest-bearing and due and demandable any time. Settlement is generally made in cash or through offsetting arrangements.

The outstanding balances of Due from/to Related Parties are presented under Trade and Other Receivables (see Note 6) and Trade and Other Payables (see Note 16) accounts, respectively, in the consolidated statements of financial position as follows:

	<u>2015</u>	<u>2014</u>
<b><i>Due from Related Parties</i></b>		
Officers and employees	<b>P 199,519,892</b>	P 135,041,717
Other related parties	<u>73,610,113</u>	<u>1,697,994,054</u>
	<b><u>P 273,130,005</u></b>	<b><u>P 1,833,035,771</u></b>
<b><i>Due to Related Parties</i></b>		
Stockholder	<b>P 378,170,512</b>	P 369,170,512
Other related parties	<u>52,159,300</u>	<u>225,324,311</u>
	<b><u>P 430,329,812</u></b>	<b><u>P 594,494,823</u></b>

The details of the due from/to related parties are as follows:

	<u>2015</u>	<u>2014</u>
<b><i>Due from Related Parties</i></b>		
Balance at beginning of year	<b>P 1,833,035,771</b>	P 1,239,264,958
Additions	<b>200,760,828</b>	1,658,605,190
Collections	<u>( 1,760,666,594)</u>	<u>( 1,064,834,377)</u>
Balance at end of year	<b><u>P 273,130,005</u></b>	<b><u>P 1,833,035,771</u></b>
<b><i>Due to Related Parties</i></b>		
Balance at beginning of year	<b>P 594,494,823</b>	P 1,295,411,359
Additions	<b>55,545,720</b>	3,380,511
Repayments	<u>( 219,710,731)</u>	<u>( 704,297,047)</u>
Balance at end of year	<b><u>P 430,329,812</u></b>	<b><u>P 594,494,823</u></b>

McDonald's granted GADC the nonexclusive right to adopt and use the McDonald's System in its restaurant operations in the Philippines. In March 2005, the license agreement was renewed for another 20 years, and provides for a royalty fee based on certain percentage of net sales from the operations of GADC's restaurants, including those operated by the franchisees. GADC recognized royalty expenses amounting to P923.0 million, P862.4 million and PP743.9 million for 2015, 2014 and 2013, respectively (see Note 25). The outstanding payable to McDonald's relating to royalty expenses amounted to P159.8 million and P133.9 million as at December 31, 2015 and 2014, respectively, and presented as part of Due to Related Parties under Trade and Other Payables account in the consolidated statements of financial position (see Note 16).

GADC leases a warehouse and nine restaurant premises from MPRC, a company owned by MRO. The lease terms are for periods which are co-terminus with the lease agreements entered into by GADC with the owners of the land where the warehouse and restaurants are located. Except for the warehouse for which a fixed annual rental of P10.0 million is charged, rentals charged by MPRC to GADC are based on agreed percentages of gross sales of each store. Rental charged to operations amounted to P2.0 million and P1.8 million in 2015 and 2014, respectively. The outstanding balance of this transaction amounted to P0.1 million as at December 31, 2015.

As at December 31, 2015 and 2014, based on management's assessment, the outstanding balances of Due from officers and employees and related parties are not impaired, hence, no impairment losses were recognized.

### ***29.9 Non-current Advances from Related Parties***

Certain expenses of entities within the Group are paid for by other related parties. The advances are unsecured, noninterest-bearing, with no repayment terms, and generally payable in cash or through offsetting arrangements. Due to JV partners pertain to the share of JV partners in the proceeds from the sale in accordance with various JV agreements entered into by GERI. Total outstanding balance of the accounts is presented as Advances from Related Parties account in the consolidated statements of financial position.

Details of Advances from Related Parties are presented as follows:

	<u>2015</u>	<u>2014</u>
Advances from related parties	<b>P 981,359,395</b>	P 578,860,332
Advances from joint venture partners	<u>509,801,434</u>	<u>324,291,911</u>
	<b><u>P1,491,160,829</u></b>	<b><u>P 903,152,243</u></b>

### ***29.10 Key Management Personnel Compensation***

The compensation of key management personnel is broken down as follows (see Note 27.1):

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Short-term employee benefits	<b>P 598,151,482</b>	P 532,622,621	P 625,867,278
Share-option benefit expense	<b>295,951,143</b>	313,343,832	156,816,832
Retirement benefits expense	<u>44,846,176</u>	<u>44,186,742</u>	<u>35,289,335</u>
	<b><u>P 938,948,801</u></b>	<b><u>P 890,153,195</u></b>	<b><u>P 817,973,445</u></b>

### ***29.11 Transactions with the Retirement Plans***

The Group has a formal retirement plan established separately for each significant subsidiary, particularly Megaworld, GERI, GADC, EDI and WML. These plans are defined benefit post-employment plan maintained for qualified employees, administered and managed by trustee banks (except for GERI which is still an unfunded plan). The carrying amount and the composition of the plan assets as at December 31, 2015 and 2014 are shown in Note 27.2.

Unit investment trust fund and equity and debt securities, which are included as plan assets under the fund consist of investments in corporations listed in the PSE. The retirement fund neither provides any guarantee or surety for any obligation of the Group. The retirement fund also does not have any investments in the Group's shares of stock.

### 30. COMMITMENTS AND CONTINGENCIES

#### *30.1 Operating Lease Commitments – Group as Lessor*

The Group is a lessor under non-cancellable operating lease agreements covering certain office and commercial spaces. The leases have terms ranging from 3 to 20 years, with renewal options, and include annual escalation rate of 5% to 10%.

Future minimum lease receivables under these leases as of December 31 are as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Within one year	<b>P 8,249,672,567</b>	P 7,100,714,265	P 6,158,808,873
After one year but not more than five years	<b>44,341,754,362</b>	35,657,874,236	30,278,029,365
More than five years	<u><b>14,314,334,326</b></u>	<u>11,299,924,365</u>	<u>9,897,419,368</u>
	<u><b>P 66,905,761,255</b></u>	<u>P 54,058,512,866</u>	<u>P 46,334,257,606</u>

#### *30.2 Operating Lease Commitments – Group as Lessee*

The Group is a lessee under several operating leases covering condominium units for administrative use. The leases have terms ranging from 1 to 40 years, with renewal options, and include a 5% to 10% annual escalation rate.

The future minimum rental payables under these non-cancellable leases as of the end of the reporting periods are as follows:

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Within one year	<b>P 375,258,419</b>	P 151,425,413	P 326,051,985
After one year but not more than five years	<b>875,894,424</b>	367,182,124	666,739,701
More than five years	<u><b>1,316,633,971</b></u>	<u>351,605,599</u>	<u>440,589,644</u>
	<u><b>P 2,567,786,814</b></u>	<u>P 870,213,136</u>	<u>P 1,433,381,330</u>

#### *30.3 Provisional License Agreement of Travellers with PAGCOR*

On June 2, 2008, PAGCOR issued a Provisional License (License) authorizing Travellers to participate in the integrated tourism development project in two sites and to establish and operate casinos, and engage in gaming activities in the two sites. The term of Travellers' License shall be co-terminus with PAGCOR's franchise which will expire on July 11, 2033, and shall be renewed subject to the terms of the PAGCOR Charter.

(a) *Investment Commitments*

Under the terms of the License, Travellers and WCRWI are required to complete its U.S.\$1.3 billion (about P61.3 billion) investment commitment in phases, which amount is divided into Site A and Site B with the minimum investment of U.S.\$1.1 billion (about P51.9 billion) and U.S.\$216.0 million (about P10.2 billion), respectively (collectively, the Project).

Travellers and WCRWI are required to fully invest and utilize in the development of the Project at least 40% of the respective phases of the investment commitment for Site A and Site B within two years from Site Delivery.

As a requirement in developing the aforementioned Project, Travellers transferred U.S.\$100.0 million (about P4.7 billion) to an escrow account with a local bank mutually agreed by PAGCOR and Travellers. At any given time, the escrow account shall have a maintaining balance of not lower than U.S.\$50.0 million (about P2.4 billion) (see Note 5). For failure to comply with such maintaining balance requirement after a 15-day grace period, Travellers shall be charged by PAGCOR an amount equal to P2.5 million for every 15 calendar days until the noncompliance is corrected. All funds for the development of the Project shall pass through the escrow deposit and all drawdown therefrom must be applied to the Project.

As at December 31, 2015, Travellers has spent P49.3 billion for its casino projects pursuant to its investment commitment under the License. It has short-term placements amounting to U.S.\$62.8 million (P3.0 billion) as at December 31, 2015 and 2014 to meet its requirements with PAGCOR in relation to this investment commitments (see Note 5).

(b) *Requirement to Establish a Foundation*

Travellers, in compliance with the requirement of PAGCOR to incorporate and register a foundation for the restoration of cultural heritage, incorporated Manila Bayshore Heritage Foundation, Inc. (or the Foundation) on September 7, 2011 primarily to engage in various activities for charitable, educational, cultural and artistic purposes, and to promote, perpetuate, preserve and encourage Filipino culture.

The Foundation shall be funded by Travellers by setting aside funds on a monthly basis. The funds set aside shall be remitted to the foundation on or before the 10th day of the succeeding month. Travellers has recognized accrual, based on 2% of total gross gaming revenues from non-junket tables.

As at December 31, 2015, Travellers remitted donations for the current and prior years. The Foundation has started to undertake certain construction and school projects in Pasay and Parañaque cities in partnership with the Philippine Department of Education (DepEd). As at December 31, 2015, three school buildings in various public secondary and elementary schools in Metro Manila were completed and turned over to DepEd, while two other school buildings were being constructed.

In June 2015, the Foundation entered into a computerization project with DepEd, providing computer laboratory each to 6 public secondary schools in the National Capital Region as part of Phase 1 and five public elementary and secondary schools in Luzon as part of Phase 2. As at December 31, 2015, both phases of the said project have already been completed.



Further, the Foundation, in its joint effort with another PAGCOR licensee's foundation, signed an agreement to fund the construction of a cadet barracks at the Philippine Military Academy in Baguio City. The project remains in progress as at December 31, 2015.

(c) *Tax Contingencies of Casino Operations*

The PAGCOR Charter grants PAGCOR an exemption from taxes, income or otherwise, as well as exemption from any form of charges, fees, or levies, except for the 5% franchise tax on gross revenue or earnings derived by PAGCOR on its casino operations. On February 29, 2012, the BIR issued a circular which affirmed the nonexemption from corporate income taxation of PAGCOR by virtue of the amendment of R.A. 9337 of Section 27(c) of the National Internal Revenue Code of 1997.

Under the Travellers' License with the PAGCOR, Travellers is subject to the 25% and 15% license fees, in lieu of all taxes, with reference to the income component of the gross gaming revenues. In May 2014, PAGCOR issued Guidelines for a 10% ITA measure whereby, effective April 1, 2014, the 25% and 15% license fees were effectively reduced to 15% and 5%, respectively (see Note 28.3).

On December 10, 2014, the SC en banc issued a Decision in the case of PAGCOR v. BIR, *G.R. No. 215427*, confirming that income from gaming operations is subject only to 5% franchise tax, in lieu of all other taxes, under P.D. No. 1869, as amended. The BIR's Motion for Reconsideration of the foregoing pronouncement was denied with finality in a resolution issued by the SC dated March 10, 2015.

Management is of the opinion that the similar case pending with the SC will result in a positive outcome, considering the unequivocal SC declaration in the PAGCOR v. BIR, *G.R. No. 215427* that income from gaming operations is subject only to 5% franchise tax, in lieu of all taxes.

Upon finality of the resolution/decision of such case, the 10% ITA measure shall cease to be effective, and the license fees shall automatically revert to the original 25% and 15% rates as indicated in the Provisional License Agreement, in accordance with paragraphs (b) and/or (c) of the foregoing ITA measure.

In view of the foregoing, no provision has been recognized in the consolidated financial statements as at the end of the reporting periods for those periods not covered by the ITA measure.

***30.4 Participation in the Incorporation of Entertainment City Estate Management, Inc. (ECEMI)***

As a PAGCOR licensee, the Group committed itself to take part in the incorporation of ECEMI in 2012, a non-stock, non-profit entity that shall be responsible for the general welfare, property, services and reputation of the Bagong Nayong Pilipino Entertainment City Manila. As at December 31, 2015 and 2014, contributions made to ECEMI booked in favor of the Group amounted to P2.1 million and is presented as part of Others under Trade and Other Receivables account in the consolidated statements of financial position (see Note 6).

### 30.5 Others

As at December 31, 2015, EELHI and SPI have unused lines of credit from certain banks and financial institutions totaling to P3.1 billion while as at December 31, 2014, EELHI and Travellers have unused lines of credit totaling to P7.2 billion.

There are other commitments, guarantees and contingent liabilities that arise in the normal course of operations of the Group which are not reflected in the accompanying consolidated financial statements. The management of the Group is of the opinion that losses, if any, from these items will not have any material effect on its consolidated financial statements.

## 31. RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group has various financial instruments such as cash and cash equivalents, financial assets at FVTPL, AFS financial assets, interest-bearing loans, bonds payable, trade receivables and payables and derivative asset and liabilities which arise directly from the Group's business operations. The financial debts were issued to raise funds for the Group's capital expenditures.

The Group does not actively engage in the trading of financial assets for speculative purposes.

The Group is exposed to a variety of financial risks in relation to financial instruments. The main types of risks are market risk, credit risk and liquidity risk.

### 31.1 Market Risk

#### (a) Foreign Currency Sensitivity

Most of the Group's transactions are carried out in the functional currencies of the individual subsidiaries making the transactions. The currency exchange risk arises from transactions carried out in currencies other than the functional currency of the subsidiaries.

Foreign currency denominated financial assets and liabilities, translated into Philippine pesos at period-end closing rate are as follows:

	2015		2014	
	U.S. Dollars	HK Dollars	U.S. Dollars	HK Dollars
Financial assets	P 10,145,546,404	P 1,813,558,543	P 26,693,102,110	P 1,912,550,620
Financial liabilities	( 39,079,558,751)	( 383,663,971)	( 68,385,830,251)	( 671,284,910)
	<b>(P 28,934,012,347)</b>	<b>P 1,429,894,572</b>	<b>(P 41,692,728,141)</b>	<b>P 1,241,265,710</b>

The sensitivity of the consolidated income before tax for the period with regard to the Group's financial assets and the U.S. dollar – Philippine peso exchange rate assumes +/- 6.95% and +/- 7.71% changes in exchange rate for the years ended December 31, 2015 and 2014, respectively. The HK dollar – Philippine peso exchange rate assumes +/- 6.97% and +/- 7.63% changes for the year ended December 31, 2015 and 2014. These percentages have been determined based on the average market volatility in exchange rates in the previous year and 12 months, respectively, estimated at 95% level of confidence. The sensitivity analysis is based on the Group's foreign currency financial instruments held at each reporting periods.

If the Philippine peso had strengthened against the U.S. dollar, with all other variables held constant, consolidated profit before tax would have increased by P2.0 billion and P3.2 billion for the years ended December 31, 2015 and 2014, respectively. If in 2015 and 2014, the Philippine peso had strengthened against the HK dollar, with all other variables held constant, consolidated profit before tax would have decreased by P0.1 billion and P0.1 billion, respectively.

However, if the Philippine peso had weakened against the U.S. dollar and the HK dollar by the same percentages; then consolidated income before tax would have changed at the opposite direction by the same amount.

The Group periodically reviews the trend of the foreign exchange rates and, as a practical move, increases its U.S. dollar-denominated time deposits in times when the Philippine peso is depreciating or decreases its U.S. dollar-denominated placements in times when the Philippine peso is appreciating.

Exposures to foreign exchange rates vary during the period depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the Group's currency risk.

*(b) Interest Rate Sensitivity*

The Group interest risk management policy is to minimize interest rate cash flow risk exposures to changes in interest rates. At present, the Group is exposed to changes in market interest rates through bank borrowings and cash and cash equivalents, which are subject to variable interest rates. The Group maintains a debt portfolio unit of both fixed and variable interest rates. All other financial assets are subject to variable interest rates.

The sensitivity of the consolidated income before tax for the period to a reasonably possible change in interest rates of +/- 0.81% for Philippine peso and +/- 0.53% and U.S. dollar in 2015 and +/-0.83% for Philippine peso and +/-0.03% for U.S. dollar in 2014 with effect from the beginning of the period. These percentages have been determined based on the average market volatility in interest rates, using standard deviation, in the previous year and 12 months, respectively, estimated at 95% level of confidence.

The sensitivity analysis is based on the Group's financial instruments held as at December 31, 2015 and 2014, with effect estimated from the beginning of the period. All other variables held constant, the consolidated income before tax would have increased by P0.9 billion and P0.7 billion for the years ended December 31, 2015 and 2014, respectively. Conversely, if the interest rates decreased by the same percentage, consolidated income before tax would have been lower by the same amount.

**31.2 Credit Risk**

Generally, the Group's credit risk is attributable to trade and other receivable arising mainly from transactions with approved franchisees, installment receivables, rental receivables and other financial assets. The carrying values of these financial assets subject to credit risk are disclosed in Note 32.

The Group maintains defined credit policies and continuously monitors defaults of customers and other counterparties, identified either individually or by group, and incorporate this information into its credit risk controls. Where available at a reasonable cost, external credit ratings and/or reports on customers and other counterparties are obtained and used. Franchisees are subject to stringent financial, credit and legal verification process. In addition, accounts receivable are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant. The Group's policy is to deal only with creditworthy counterparties. In addition, for a significant portion of sales, advance payments are received to mitigate credit risk.

With respect to credit risk arising from the other financial assets of the Group, composed of cash and cash equivalents, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

Cash in banks are insured by the Philippine Deposit Insurance Corporation up to a maximum coverage of P500,000 per depositor per banking institution.

Trade and other receivables that are past due but not impaired are as follows:

	<u>2015</u>	<u>2014</u>
Not more than 30 days	<b>P2,366,208,718</b>	P 6,057,980,911
31 to 60 days	<b>1,791,680,836</b>	1,365,362,281
Over 60 days	<b><u>2,040,211,996</u></b>	<u>1,075,817,654</u>
	<b><u>P 6,198,101,550</u></b>	<b><u>P 8,499,160,846</u></b>

### ***31.3 Liquidity Risk***

The Group manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long-term financial liabilities as well as cash outflows due in a day-to-day business. Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as on the basis of a rolling 30-day projection. Long-term liquidity needs for a 6-month and one-year period are identified monthly. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of loans, bonds, and preferred shares.

The Group maintains cash to meet its liquidity requirements for up to 60-day periods. Excess cash are invested in time deposits, mutual funds or short-term marketable securities. Funding for long-term liquidity needs is additionally secured by an adequate amount of committed credit facilities and the ability to sell long-term financial assets. In addition, the Group regularly evaluates its projected and actual cash flows. It also continuously assesses conditions in the financial markets for opportunities to pursue fund raising activities, in case any requirements arise. Fund raising activities may include bank loans and capital market issues.

As at December 31, 2015, the Group's financial liabilities have contractual maturities which are presented below.

	Current		Non-current	
	Within	6 to 12	1 to 5	Later than
	6 Months	Months	Years	5 Years
Trade and other payables	P 31,409,266,533	P 5,004,055,500	P -	P -
Interest-bearing loans	7,037,872,022	21,981,362,227	27,712,275,240	1,358,754,578
Bonds payable	488,168,100	488,168,100	47,720,324,913	7,941,219,038
ELS	-	-	6,738,766,650	-
Advances from related parties	-	-	1,998,248,486	-
Redeemable preferred shares	-	-	-	2,832,147,248
Security deposits	85,641,580	-	44,518,983	137,841,065
Derivative liabilities	10,782,959	-	614,964,522	-
Other liabilities	154,165,026	-	-	-
	<u>P 39,185,896,220</u>	<u>P 27,473,585,827</u>	<u>P 84,829,098,794</u>	<u>P 12,269,961,929</u>

As at December 31, 2014, the Group's financial liabilities have contractual maturities which are presented below.

	Current		Non-current	
	Within	6 to 12	1 to 5	Later than
	6 Months	Months	Years	5 Years
Trade and other payables	P 30,312,159,497	P 4,740,592,169	P -	P -
Interest-bearing loans	25,587,778,814	1,072,797,634	6,966,234,589	1,080,183,150
Bonds payable	5,461,785,950	461,785,950	44,245,200,955	7,505,468,158
ELS	-	-	6,738,766,650	-
Advances from related parties	-	-	384,565,490	-
Redeemable preferred shares	-	-	1,257,987,900	1,574,159,348
Security deposits	102,003,672	-	26,663,649	102,100,032
Derivative liabilities	233,751,463	-	-	-
Other liabilities	146,729,480	-	-	-
	<u>P 61,844,208,876</u>	<u>P 6,275,175,753</u>	<u>P 59,619,419,233</u>	<u>P 10,261,910,688</u>

The contractual maturities reflect the gross cash flows, which may differ from the carrying values of the liabilities at the end of the reporting period.

### 31.4 Other Price Risk Sensitivity

The Group's market price risk arises from its investments carried at fair value (financial assets classified as AFS financial assets). It manages its risk arising from changes in market price by monitoring the changes in the market price of the investments.

For equity securities listed in the Philippines, the observed volatility rates of the fair values of the Group's investments held at fair value and their impact on the equity as at December 31, 2015 and 2014 are summarized as follows:

	Observed Volatility Rates		Impact on Equity	
	Increase	Decrease	Increase	Decrease
2015 - Investment in equity securities	+26.31%	-26.31%	<u>P 34,500,401</u>	<u>(P 34,500,401)</u>
2014 - Investment in equity securities	+20.82%	-20.82%	<u>P 463,852,651</u>	<u>(P 463,852,651)</u>

The maximum additional estimated loss in 2015 and 2014 is to the extent of the carrying value of the securities held as of these reporting dates with all other variables held constant. The estimated change in quoted market price is computed based on volatility of listed companies at the PSE for the past 12 months at 95% confidence level.

The investments in listed equity securities are considered long-term strategic investments. In accordance with the Group's policies, no specific hedging activities are undertaken in relation to these investments. The investments are continuously monitored and voting rights arising from these equity instruments are utilized in the Group's favor.

### 32. CATEGORIES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The carrying amounts and fair values of the categories of financial assets and financial liabilities presented in the consolidated statements of financial position are shown below.

Notes	2015		2014		
	Carrying Values	Fair Values	Carrying Values	Fair Values	
<b>Financial assets</b>					
Loans and receivables:					
Cash and cash equivalents	5	P 68,593,959,027	P 68,593,959,027	P 82,058,836,647	P 82,058,836,647
Trade and other receivables	6	70,856,800,739	70,856,800,739	63,663,499,864	63,663,499,864
Other financial assets	9	2,230,731,170	2,230,731,170	1,824,034,893	1,824,034,893
		<u>P 141,681,490,936</u>	<u>P 141,681,490,936</u>	<u>P 147,546,371,404</u>	<u>P 147,546,371,404</u>
Financial assets at FVTPL:					
Marketable debt and equity securities	7	<u>P 8,071,599,462</u>	<u>P 8,071,599,462</u>	<u>P 4,351,221,441</u>	<u>P 4,351,221,441</u>
AFS Financial Assets:					
Debt securities	11	<u>P 1,868,193,490</u>	<u>P 1,868,193,490</u>	<u>P 3,717,359,428</u>	<u>P 3,717,359,428</u>
Equity securities	11	<u>320,535,687</u>	<u>320,535,687</u>	<u>2,254,727,700</u>	<u>2,254,727,700</u>
		<u>P 2,188,729,177</u>	<u>P 2,188,729,177</u>	<u>P 5,972,087,128</u>	<u>P 5,972,087,128</u>
<b>Financial Liabilities</b>					
Financial liabilities at FVTPL -					
Derivative liabilities	20	<u>P 625,747,481</u>	<u>P 625,747,481</u>	<u>P 1,268,699,964</u>	<u>P 1,268,699,964</u>
Financial liabilities at amortized cost:					
Current					
Trade and other payables	16	<u>P 34,438,121,175</u>	<u>P 34,438,121,175</u>	<u>P 33,906,586,092</u>	<u>P 33,906,586,092</u>
Interest-bearing loans	17	<u>28,704,613,782</u>	<u>28,704,613,782</u>	<u>26,660,576,448</u>	<u>26,660,576,448</u>
Bonds payable	18	-	-	5,000,000,000	5,000,000,000
Other current liabilities		<u>292,779,105</u>	<u>292,779,105</u>	<u>28,860,610</u>	<u>28,860,610</u>
		<u>P 63,435,514,062</u>	<u>P 63,435,514,062</u>	<u>P 65,596,023,150</u>	<u>P 65,596,023,150</u>
Financial liabilities at amortized cost:					
Non-current					
Bonds payable	18	<u>P 54,719,727,451</u>	<u>P 54,719,727,451</u>	<u>P 51,687,525,333</u>	<u>P 51,687,525,333</u>
Interest-bearing loans	17	<u>29,071,029,819</u>	<u>29,071,029,819</u>	<u>8,038,681,649</u>	<u>8,038,681,649</u>
ELS	20	<u>5,259,137,443</u>	<u>5,259,137,443</u>	<u>5,253,911,638</u>	<u>5,253,911,638</u>
Redeemable preferred shares	19	<u>1,929,355,258</u>	<u>1,929,355,258</u>	<u>1,854,419,622</u>	<u>1,854,419,622</u>
Due to related parties	29	<u>1,491,160,829</u>	<u>1,491,160,829</u>	<u>903,152,243</u>	<u>903,152,243</u>
Security deposits		<u>377,907,641</u>	<u>377,907,641</u>	<u>337,740,865</u>	<u>337,740,865</u>
		<u>P 92,848,318,441</u>	<u>P 92,848,318,441</u>	<u>P 68,075,431,350</u>	<u>P 68,075,431,350</u>

See Notes 2.4 and 2.12 for a description of the accounting policies for each category of financial instrument. A description of the Group's risk management objectives and policies for financial instruments is provided in Note 31.

### 33. FAIR VALUE MEASUREMENT AND DISCLOSURES

#### 33.1 Fair Value Hierarchy

The hierarchy groups financial assets and financial liabilities into three levels based on the significance of inputs used in measuring the fair value of the financial assets and liabilities. The fair value hierarchy has the following levels:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the resource or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and,
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The level within which the financial asset or financial liability is classified is determined based on the lowest level of significant input to the fair value measurement.

For purposes of determining the market value of Level 1, a market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing services, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

#### 33.2 Financial Instruments Measurements at Fair Value

The table below shows the fair value hierarchy of the Group's classes of financial assets and financial liabilities measured at fair value in the consolidated statements of financial position on a recurring basis as at December 31, 2015 and 2014.

	2015			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Financial assets at FVTPL:				
Debt and equity securities	P 8,071,599,462	P -	P -	P 8,071,599,462
AFS financial assets:				
Debt securities	1,868,193,490		-	1,868,193,490
Equity securities	<u>131,135,359</u>	<u>63,680,000</u>	<u>125,720,328</u>	<u>320,535,687</u>
	<b><u>P 10,070,928,311</u></b>	<b><u>P 63,680,000</u></b>	<b><u>P 125,720,328</u></b>	<b><u>P 10,260,328,639</u></b>
<b>Financial liability:</b>				
Financial liability at FVTPL -				
Derivative liabilities	<b><u>P 625,747,481</u></b>	<b><u>P -</u></b>	<b><u>P -</u></b>	<b><u>P 625,747,481</u></b>

	2014			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Financial assets at FVTPL -				
Debt and equity securities	P 4,351,221,441	P -	P -	P 4,351,221,441
AFS financial assets:				
Debt securities	3,717,359,428	-	-	3,717,359,428
Equity securities	<u>2,024,370,210</u>	<u>63,160,000</u>	<u>167,197,490</u>	<u>2,254,727,700</u>
	<u>P 10,092,951,079</u>	<u>P 63,160,000</u>	<u>P 167,197,490</u>	<u>P 10,323,308,569</u>
<b>Financial liability:</b>				
Financial liability at FVTPL -				
Derivative liabilities	<u>P 1,268,699,964</u>	<u>P -</u>	<u>P -</u>	<u>P 1,268,699,964</u>

There were neither transfers between Levels 1 and 2 nor changes in Level 3 instruments in both years.

Described below are the information about how the fair values of the Company's classes of financial assets are determined.

(a) Equity securities

As at December 31, 2015 and 2014, instruments included in Level 1 comprise equity securities classified as financial assets at FVTPL or AFS financial assets. These securities were valued based on their market prices quoted in various stock exchanges at the end of each reporting period.

Golf club shares classified as AFS financial assets are included in Level 2 as their prices are not derived from market considered as active due to lack of trading activities among market participants at the end or close to the end of the reporting period. Moreover, equity security held in a private company is included in Level 3 since its market value is not quoted in an active market, hence, measured by reference to the fair value of a comparable instrument adjusted for inputs internally developed by management to consider the differences in corporate profile and historical performance of the entity.

(b) Debt securities

The fair value of the Group's debt securities which consist of corporate bonds is estimated by reference to quoted bid price in active market (i.e., Stock Exchange) at the end of the reporting period and is categorized within Level 1.



### 33.3 Financial Instruments Measured at Amortized Cost for Which Fair Value is Disclosed

The table below shows the fair value hierarchy of the Company's classes of financial assets and financial liabilities measured at fair value in the statements of financial position on a recurring basis as at December 31, 2015 and 2014.

	2015			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Cash and cash equivalents	P 68,593,959,027	P -	P -	P 68,593,959,027
Trade and other receivables	-	-	70,856,800,739	70,856,800,739
Other financial assets	-	-	2,230,731,170	2,230,731,170
	<b><u>P 68,593,959,027</u></b>	<b><u>P -</u></b>	<b><u>P 73,087,531,909</u></b>	<b><u>P 141,681,490,936</u></b>
<b>Financial liabilities:</b>				
Current:				
Trade and other payables	P -	P -	P 34,438,121,175	P 34,438,121,175
Interest-bearing loans	-	-	28,704,613,782	28,704,613,782
Other current liabilities	-	-	292,779,105	292,779,105
Non-current:				
Bonds payable	54,719,727,451	-	-	54,719,727,451
Interest-bearing loans	-	-	29,071,029,819	29,071,029,819
ELS	-	-	5,259,137,443	5,259,137,443
Redeemable preferred shares	-	-	1,929,355,258	1,929,355,258
Due to related parties	-	-	1,491,160,829	1,491,160,829
Security deposits	-	-	377,907,641	377,907,641
	<b><u>P 54,719,727,451</u></b>	<b><u>P -</u></b>	<b><u>P 101,564,105,052</u></b>	<b><u>P 156,283,832,503</u></b>
2014				
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Cash and cash equivalents	P 82,058,836,647	P -	P -	P 82,058,836,647
Trade and other receivables	-	-	63,663,499,864	63,663,499,864
Other financial assets	-	-	1,824,034,893	1,824,034,893
	<b><u>P 82,058,836,647</u></b>	<b><u>P -</u></b>	<b><u>P 65,487,534,757</u></b>	<b><u>P 147,546,371,404</u></b>
<b>Financial liabilities:</b>				
Current:				
Trade and other payables	P -	P -	P 33,906,586,092	P 33,906,586,092
Interest-bearing loans	-	-	26,660,576,448	26,660,576,448
Bonds payable	5,000,000,000	-	-	5,000,000,000
Other current liabilities	-	-	28,860,610	28,860,610
Non-current:				
Bonds payable	51,687,525,333	-	-	51,687,525,333
Interest-bearing loans	-	-	8,038,681,649	8,038,681,649
ELS	-	-	5,253,911,638	5,253,911,638
Redeemable preferred shares	-	-	1,854,419,622	1,854,419,622
Due to related parties	-	-	903,152,243	903,152,243
Security deposits	-	-	337,740,865	337,740,865
	<b><u>P 56,687,525,333</u></b>	<b><u>P -</u></b>	<b><u>P 76,983,929,167</u></b>	<b><u>P 133,671,454,500</u></b>

For financial assets and financial liabilities with fair values included in Level 1, management considers that the carrying amounts of those short-term financial instruments approximate their fair values.

The fair values of the financial assets and financial liabilities included in Level 2 and Level 3 above which are not traded in an active market is determined by using generally acceptable pricing models and valuation techniques or by reference to the current market value of another instrument which is substantially the same after taking into account the related credit risk of counterparties, or is calculated based on the expected cash flows of the underlying net asset base of the instrument.

When the Group uses valuation technique, it maximizes the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to determine the fair value of an instrument are observable, the instrument is included in Level 2. Otherwise, it is included in Level 3.

### ***33.4 Investment Property Measured at Cost for which Fair Value is Disclosed***

The fair value of the Megaworld's investment property, except for investment properties of API, and LFI's investment properties, was determined by calculating the present value of the cash inflows anticipated until the life of the investment property using a discount rate of 10%. The fair value of API and LFI's investment properties was determined by independent appraisers with appropriate qualifications and recent experience in the valuation of similar properties in the relevant locations. In estimating the fair value of these properties, management takes into account the market participant's ability to generate economic benefits by using the assets in their highest and best use. Based on management assessment, the best use of the Groups investment property is their current use.

As at December 31, 2015 and 2014, the fair value of the Group's investment property amounted to P207.1 billion and P172.9 billion, respectively (see Note 14) and is classified within Level 3 of the fair value hierarchy. The Level 3 fair value of the investment property was determined using the income approach which is performed with values derived using a discounted cash flow model. The income approach uses future free cash flow projections and discounts them to arrive at a present value. The discount rate is based on the level of risk of the business opportunity and costs of capital. The most significant inputs into this valuation approach are the estimated annual cash inflow and outgoing expenses, anticipated increase in market rental, discount rate and terminal capitalization rate.

Also, there were no transfers into or out of Level 3 fair value hierarchy in 2015 and 2014.

## **34. CAPITAL MANAGEMENT OBJECTIVES, POLICIES AND PROCEDURES**

The Group's capital management objective is to ensure its ability to continue as a going concern; to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk; and to maintain strong and healthy financial position to support its current business operations and drive its expansion and growth in the future.

The Group monitors capital on the basis of the carrying amount of equity as presented on the face of the consolidated statements of financial position. The Group sets the amount of capital in proportion to its overall financing structure, i.e., equity and financial liabilities. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, issue new shares or sell assets to reduce debt.

It monitors capital using the debt to equity ratio as shown below.

	<u>2015</u>	<u>2014</u>
Total liabilities	<b>P 217,536,560,396</b>	P 192,135,508,222
Equity attributable to owners of the parent company	<u><b>137,056,497,134</b></u>	<u>126,470,464,979</u>
Debt-to-equity ratio	<b>P <u>1.59:1</u></b>	<b>P <u>1.52:1</u></b>

The Group has complied with its covenant obligations, including maintaining the required debt-to-equity ratio for both periods.

### 35. SUBSEQUENT EVENTS

On November 27, 2015, GES reached a definitive agreement with Beam Suntory Inc. to purchase its Spanish brandy and sherry business in Jerez, the brandy capital of Spain. The purchase includes four brands: Fundador Brandy, Terry Centenario Brandy, Tres Cepas Brandy, and Harveys sherry wine. GES assigned its rights and obligations under the agreement to its direct wholly-owned subsidiary, Bodegas Fundador S.L.U. on January 28, 2016. The purchase amounting to €275.0 million was subsequently completed on February 29, 2016 (see Note 9).

**Report of Independent Auditors  
To Accompany Supplementary Information  
Required by the Securities and Exchange  
Commission Filed Separately from the  
Basic Consolidated Financial Statements**


**Punongbayan & Araullo**  
20<sup>th</sup> Floor, Tower 1  
The Enterprise Center  
6766 Ayala Avenue  
1200 Makati City  
Philippines

T +63 2 988 2288  
F +63 2 886 5506  
granthornton.com.ph

**The Board of Directors and the Stockholders  
Alliance Global Group, Inc. and Subsidiaries**  
7<sup>th</sup> Floor, 1880 Eastwood Avenue  
Eastwood City CyberPark  
188 E. Rodriguez, Jr. Avenue  
Bagumbayan, Quezon City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Alliance Global Group, Inc. and subsidiaries (the Group) for the year ended December 31, 2015, on which we have rendered our report dated April 12, 2016. Our audit was made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The applicable supplementary information (see List of Supplementary Information) is presented for purposes of additional analysis in compliance with the requirements of the Securities Regulation Code Rule 68, and is not a required part of the basic consolidated financial statements prepared in accordance with Philippine Financial Reporting Standards. Such supplementary information is the responsibility of the Group's management. The supplementary information has been subjected to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic consolidated financial statements taken as a whole.

**PUNONGBAYAN & ARAULLO**

  
**By: Mailene Sigue-Bisnar**  
Partner

CPA Reg. No. 0090230  
TIN 120-319-128  
PTR No. 5321724 January 4, 2016, Makati City  
SEC Group A Accreditation  
Partner - No. 0396-AR-3 (until Oct. 15, 2018)  
Firm - No. 0002-FR-4 (until Apr. 30, 2018)  
BIR AN 08-002511-20-2015 (until Mar. 18, 2018)  
Firm's BOA/PRC Cert. of Reg. No. 0002 (until Dec. 31, 2018)

**Certified Public Accountants**  
Punongbayan & Araullo (P&A) is the Philippine member firm of Grant Thornton International Ltd

Offices in Cebu, Davao, Cavite

**April 12, 2016**

BOA/PRC Cert. of Reg. No. 0002  
SEC Accreditation No. 0002-FR-4

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**LIST OF SUPPLEMENTARY INFORMATION**  
**DECEMBER 31, 2015**

**Independent Auditors' Report on the SEC Supplementary Schedules  
Filed Separately from the Basic Financial Statements**

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Alliance Global Group, Inc. and Subsidiaries  
Schedule A - Financial Assets (Marketable Securities)  
December 31, 2015

Financial Asset/Name of Banks	Amount Shown in Statement of Financial Position		Income Received and Accrued	
<b>Financial Assets at Fair Value Through Profit or Loss</b>				
Citi Private Bank	P	2,894,640,462	P	223,311,158
HSBC Private Bank		2,702,249,448		402,203,774
Bank of Singapore		2,472,054,652		126,741,322
Various quoted equity instruments		2,654,900		-
		<u>8,071,599,462</u>		<u>752,256,254</u>
<b>Available-for-sale Securities</b>				
Bank of Singapore		756,335,750		38,777,052
HSBC Private Bank		509,409,500		75,820,692
Citi Private Bank		537,113,885		41,436,415
ALFA Holding		65,334,355		3,242,663
Various unquoted equity instruments		125,720,328		-
Various quoted equity instruments		131,135,359		-
Various club shares		63,680,000		-
		<u>2,188,729,177</u>		<u>159,276,822</u>
<b>Total Financial Assets</b>	<b>P</b>	<b><u>10,260,328,639</u></b>	<b>P</b>	<b><u>911,533,076</u></b>

Alliance Global Group, Inc. and Subsidiaries  
Schedule B - Amounts Receivable from Directors, Officers, Employees, Related Parties and Principal Stockholders (Other than Related Parties)  
December 31, 2015

<i>Name and Designation of Debtor</i>	<i>Balance at the Beginning of Period</i>		<i>Additions</i>		<i>Deductions</i>		<i>Ending Balance</i>		<i>Balance at the End of Period</i>			
					<i>Amounts Collected</i>	<i>Amounts Written off</i>	<i>Current</i>	<i>Not current</i>				
<b>Advances to Officers and Employees:</b>												
Philipps Cando Senior VP for Operations, Megaworld	P	79,168	P	-	( P	79,168 )	P	-	P	-	P	-
Garry V. de Guzman First VP and Head of Corporate Advisory and Compliance Division, Megaworld		497,626		-	(	135,716 )		-	361,910	-		361,910
Monica T. Salomon VP for Corporate Management, Megaworld		434,814		-	(	102,309 )		-	332,505	-		332,505
Rolando D. Siatela Assistant Corporate Secretary, Megaworld		248,212		-	(	111,981 )		-	136,231	-		136,231
Mania Marivic M. Acosta Senior VP for International Marketing, Megaworld		-		1,722,379	(	430,000 )		-	1,292,379	-		1,292,379
Travellers - Officers and employees		101,476,699		84,088,366	(	70,196,298 )		-	115,368,767	-		115,368,767
	<b>P</b>	<b>102,736,519</b>	<b>P</b>	<b>85,810,745</b>	<b>( P</b>	<b>71,055,472 )</b>	<b>P</b>	<b>-</b>	<b>117,491,792</b>	<b>P</b>	<b>-</b>	<b>117,491,792</b>

**Legend:**

Megaworld - Megaworld Corporation  
Travellers - Travellers International Hotel Group, Inc.

Alliance Global Group, Inc. and Subsidiaries  
Schedule C - Amounts Receivable from Related Parties which are Eliminated During the Consolidation of Financial Statements  
December 31, 2015

Name and Designation of Debtor	Balance at Beginning of Period	Additions	Deductions		Ending Balance		Balance at End of Period
			Amounts Collected	Amounts Written off	Current	Not current	
<b>Due from Related Parties</b>							
Newtown Land Partners, Inc.	P 3,235,510,585	P -	P -	P -	P 3,235,510,585	p -	P 3,235,510,585
Emperador International, Ltd.	8,632,609,983	120,000,000	1,700,110,633	-	7,052,499,350	-	7,052,499,350
Venezia Universal, Ltd.	5,086,738,041	-	1,147,970,841	-	3,938,767,200	-	3,938,767,200
Greenspring Investment Property Holdings, Inc.	3,345,974,775	180,052,454	-	-	3,526,027,229	-	3,526,027,229
First Centro, Inc.	44,517,754	-	1,469,783	-	43,047,971	-	43,047,971
Tradewind Estates, Inc.	1,364,478,052	-	160,896,019	-	1,203,582,033	-	1,203,582,033
Alliance Global Brands, Inc.	1,059,406,479	-	-	-	1,059,406,479	-	1,059,406,479
Alliance Global Group Cayman Islands, Inc.	16,246,550	-	-	-	16,246,550	-	16,246,550
McKester Pik-Nik International, Ltd.	13,551,722,993	729,240,699	-	-	14,280,963,692	-	14,280,963,692
Anglo Watsons Glass, Inc.	9,525,576	-	4,040,000	-	5,485,576	-	5,485,576
Travellers International Hotel Group, Inc.	1,691,057,939	970,156,448	-	-	2,661,214,387	-	2,661,214,387



Alliance Global Group, Inc. and Subsidiaries  
Schedule D - Intangible Assets - Other Assets  
December 31, 2015

<i>Description</i>	<i>Beginning Balance</i>	<i>Additions at Cost</i>	<i>Deduction</i>		<i>Other Changes - Additions (Disposals)</i>	<i>Ending Balance</i>
			<i>Charged to Cost and Expenses</i>	<i>Charged to Other Accounts</i>		
<b>Intangible Assets</b>						
Goodwill	P 18,385,690,018	P -	P -	P -	P -	P 18,385,690,018
Trademarks	10,198,329,836	-	( 102,872,668 )	-	-	10,095,457,168
Leasehold Rights	1,155,954,708	-	( 78,562,744 )	-	-	1,077,391,964
Computer Software	<u>4,950,795</u>	<u>125,000</u>	<u>( 1,417,176 )</u>	<u>-</u>	<u>-</u>	<u>3,658,619</u>
	<b><u>P 29,744,925,357</u></b>	<b><u>P 125,000</u></b>	<b><u>( P 182,852,588 )</u></b>	<b><u>P -</u></b>	<b><u>P -</u></b>	<b><u>P 29,562,197,769</u></b>

Alliance Global Group, Inc. and Subsidiaries  
Schedule E - Long-Term Debt  
December 31, 2015

Title of Issue and Type of Obligation	Amount Authorized by Indenture	Amount Shown Under Caption "Current Portion of Long-term Debt" in Related Statement of Financial Position	Amount Shown Under Caption "Long-Term Debt" in Related Statement of Financial Position
<b>Loans:</b>			
Interest bearing loans	P 42,652,820,445	P 4,739,879,636	P 29,071,029,019
Foreign borrowings:			
Megaworld	\$ 1,377,504	64,971,354	-
EEL	€ 460,000,000	22,889,093,995	-
WMG	£ 14,541,997	1,010,668,797	-
		<u>28,704,613,782</u>	<u>29,071,029,019</u>
<b>Bonds Payable:</b>			
<b>Issuer:</b>			
AG Cayman	\$ 500,000,000	-	23,383,990,867
Travellers	\$ 300,000,000	-	14,021,596,999
Megaworld Corporation	\$ 200,000,000	-	9,372,920,546
	\$ 250,000,000	-	7,941,219,039
		<u>-</u>	<u>54,719,727,451</u>
		<b><u>P 28,704,613,782</u></b>	<b><u>P 83,790,756,470</u></b>

- a** Interest-bearing loans include loans obtained by Megaworld pertaining to the following:
- 1.) Amount outstanding from a seven-year loan obtained for working capital purposes.
  - 2.) Unpaid balance from a seven-year local bank payable obtained in 2014.
  - 3.) A seven-year loan obtained by Megaworld from a local bank to fund various real estate projects and retire currently maturing obligations. The principal repayments will commence in June 2016 while interest is paid quarterly.
  - 4.) Loan obtained by Megaworld from a local bank payable for a term of seven years. The principal repayment will commence in November 2016 and interest is paid semi-annually.
  - 5.) Loan obtained by Megaworld from a local bank payable for a term of five years with a grace period of one year upon availment. The principal repayment of the loan will commence in March 2017 and interest is paid quarterly.
- b** Interest-bearing loans obtained by EELHI which includes proceeds from trade receivables discounted on a with-recourse basis.
- c** Interest-bearing loans obtained by SPI include the following:
- 1.) Interest-bearing loans obtained by SPI arising from trade receivable discounting (on a with recourse basis) and for purposes of obtaining additional working capital.
  - 2.) Balance from short-term loan obtained by SPI from local banks with a total amount of P1.2 billion. Both principal and interest of the loans are payable on a monthly basis.
  - 3.) Long-term loan obtained by SPI in 2015 from a local bank which bears floating interest subject to repricing every 30-180 days. Quarterly repayment of the loan will begin in 2017.
- d** Loan drawn by Travellers in 2012 from an P11.0 billion loan facility with a local bank, to settle Travellers' secured loans from the same bank. Quarterly principal amortization at P375.0 million starts in March 2014. In 2014, Travellers prepaid P4.2 billion of the outstanding loan balance.
- e** Interest-bearing loans also include loans obtained by GADC which includes the following:
- 1.) On July 31, 2015, GADC entered into a loan facility agreement with a local bank granting GADC a credit line of P500.0 million from which P260.0 million was availed in 2015.
  - 2.) Short-term loans availed by AFCMI in 2015 which matures every 180 days and bear annual interest of 4%.

**Alliance Global Group, Inc. and Subsidiaries**  
**Schedule E - Long-Term Debt (continuation)**  
**December 31, 2015**

3.) Unpaid balance from a bank loan payable to Planters Development Bank by GADC related to the purchase of land and building from the former for P130.0 million in December 2011.

4.) On December 2012, GADC entered into a loan facility agreement with BDO for a credit line amounting to P1.0 million. GADC has fully utilized its credit line with the bank. The loan is payable in 20 quarterly installments, with interest rates ranging from 3.85% to 5.15% and shall be payable in quarterly installments starting on various dates, earliest being March 2015. However, in 2014, GADC prepaid P47.6 million of these outstanding loans.

5.) Loans with interest rate from 4.18% to 5.17% obtained by GADC from local bank with equal quarterly payments starting September 26, 2016.

- f** Short-term loan obtained by OFPI from a local bank which bears fixed annual interest rate of 5.035%.
- g** Loan obtained by LFI from a local bank which bears annual interest rate of 5.0% to fund the construction of a building.
- h** Long-term loan obtained by GERI from a local bank which was granted on a clean basis with negative pledge on assets. The proceeds of the loan are being used to finance capital expenditure requirements of GERI's various real estate development projects and for other general corporate requirements.
- i** Euro-denominated short-term loan availed by RHGI from a foreign commercial bank amounting to €1.3 million or a peso equivalent of P69.2 million originally maturing in 2015. In June 2015, RHGI renewed the loan for another year.
- j** Interest-bearing loans denominated in foreign currency obtained by EIL from international financial institutions.
- k** Loan denominated in foreign currency obtained by WMG from an international commercial bank secured by way of floating charge over WMG's inventory.
- l** Alliance Global Group Cayman Islands, Inc. issued seven-year bonds with interest of 6.50% per annum payable semi-annually every February 18 and August 18 each year, which are listed in Singapore Exchange Securities Trading Limited. The bonds will mature on 2017.
- m** Travellers issued \$300.0 million face value note, with nominal annual interest of 6.9% per, payable semi-annually. The notes bear annual effective interest of 7.2%.
- n** On April 15, 2011, Megaworld issued seven-year term bonds which bear interest of 6.75% per annum payable semi-annually in arrears every April 15 and October 15 each year. The bond will mature on April 15, 2018.
- o** On April 2013, Megaworld issued a 10-year term bonds which bears interest of 4.25% per annum payable semi-annually every April 10 and October 10 each year. The bond will mature on 2023

**Legend:**

AGI - Alliance Global Group, Inc.  
Megaworld - Megaworld Corporation  
AG Cayman - Alliance Global Group Cayman Islands, Inc.  
EELHI - Empire East Land Holdings, Inc.  
SPI - Suntrust Properties, Inc.  
GERI - Global-Estates Resorts, Inc.  
GADC - Golden Arches Development Corporation  
RHGI - Richmond Hotel Group International Ltd.  
EDI - Emperador Distillers, Inc.  
EIL - Emperador International Ltd.  
OFPI - Oceanfront Properties, Inc.  
LFI - La Fuerza, Inc.  
WMG - Whyte and Mackay Group Limited

Alliance Global Group, Inc. and Subsidiaries  
Schedule F - Indebtedness to Related Parties (Long-Term Loans from Related Companies)  
December 31, 2015

<i>Title of issue and type of obligation</i>	<i>Amount authorized by indenture</i>	<i>Balance at the beginning of year</i>	<i>Balance at the end</i>
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-nothing to report-

Alliance Global Group, Inc. and Subsidiaries  
Schedule G - Guarantees of Securities of Other Issuers  
December 31, 2015

<i>Name of Issuing Entity of Securities Guaranteed by the Company for which this statement is Filed</i>	<i>Title of Issue of Each Class of Securities Guaranteed</i>	<i>Total Amount Guaranteed and Outstanding</i>		<i>Amount Owned by Person for which this Statement is Filed</i>	<i>Nature of Guarantee</i>
Alliance Global Group Cayman Islands, Inc. by Alliance Global Group, Inc.	US\$ 500.0 million, 7-year, 6.5% note listed in the Singapore Exchange Securities Trading Limited	P	23,383,990,867	P 23,383,990,867	Guarantee of Principal and Interest

Alliance Global Group, Inc. and Subsidiaries  
Schedule H - Capital Stock  
December 31, 2015

<i>Title of Issue</i>	<i>Number of shares authorized</i>	<i>Number of shares issued and outstanding as shown under the related balance sheet caption</i>	<i>Number of shares reserved for options, warrants, conversion and other rights</i>	<i>Number of shares held by</i>		
				<i>Related parties</i>	<i>Directors, officers and employees</i>	<i>Others</i>
Common shares - P1 par value	12,950,000,000	10,269,827,979	105,600,000	5,883,895,832	68,690,940	4,317,241,207

**ALLIANCE GLOBAL GROUP, INC.**  
7th Floor, 1880 Eastwood Avenue, Eastwood City CyberPark,  
188 E. Rodriguez, Jr. Avenue, Bagumbayan, Quezon City

**SCHEDULE I - Reconciliation of Parent Company Retained Earnings  
Available for Dividend Declaration  
For the Year Ended December 31, 2015**

<b>Unappropriated Retained Earnings at Beginning of Year</b>	P	13,316,398,415
<b>Unappropriated Retained Earnings Available for Dividend Declaration at Beginning of Year, as Adjusted</b>		13,316,398,415
<b>Net Profit Realized during the Year</b>		
Net profit per audited financial statements		3,279,836,288
<b>Other Transactions During the Year</b>		
Cash dividends declared	(	3,183,646,674)
<b>Retained Earnings Restricted for Treasury Shares</b>		-
<b>Unappropriated Retained Earnings Available for Dividend Declaration at End of Year</b>	<b>P</b>	<b>13,412,588,029</b>

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**SCHEDULE J - FINANCIAL SOUNDNESS INDICATORS**  
**DECEMBER 31, 2015 and 2014**

	12/31/15	12/31/14
Current ratio	2.52	2.39
Quick ratio	1.40	1.40
Liabilities-to-equity ratio	0.94	0.88
Interest-bearing debt to total capitalization ratio	0.46	0.42
Asset-to-equity ratio	1.94	1.88
Interest rate coverage ratio	764%	710%
Net profit margin	15.59%	16.83%
Return on assets	4.83%	5.15%
Return on equity/investment	9.95%	9.71%
Return on investment of equity owners	10.19%	10.47%

LIQUIDITY RATIOS measure the business' ability to pay short-term debt.

Current ratio - computed as current assets divided by current liabilities

Quick ratio - computed a cash, marketable securities, accounts receivable divided by current liabilities.

SOLVENCY RATIOS measure the business' ability to pay all debts, particularly long-term debt.

Liabilities-to-equity ratio - computed as total liabilities divided by stockholders'equity.

Interest-bearing debt to total capitalization ratio - computed as interest-bearing debt divided by

ASSET-TO-EQUITY RATIOS measure financial leverage and long-term solvency. It shows how much of the assets are owned by the company. It is computed as total assets divided by stockholders'equity.

INTEREST RATE COVERAGE RATIOS measure the business' ability to meet its interest payments. It is computed as profit before income tax and interest expense (EBIT) divided by interest.

In the computation, non-recurring gain is excluded from EBIT.

PROFITABILITY RATIOS

Net margin - computed as net profit divided by revenues

Return on assets - net profit divided by total assets

Return on investment - net profit divided by total stockholders' equity

Return on investment of equity owners - net profit attributable to owners of the parent divided by equity attributable to ownersof the parent company



**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**

**SCHEDULE K - Schedule of Philippine Financial Reporting Standards and Interpretations  
Adopted by the Securities and Exchange Commission and the  
Financial Reporting Standards Council as of December 31, 2015**

<b>PHILIPPINE FINANCIAL REPORTING STANDARDS AND INTERPRETATIONS</b>		<b>Adopted</b>	<b>Not Adopted</b>	<b>Not Applicable</b>
<b>Framework for the Preparation and Presentation of Financial Statements</b>		✓		
Conceptual Framework Phase A: Objectives and Qualitative Characteristics		✓		
<b>Practice Statement Management Commentary</b>			✓	
<i>Philippine Financial Reporting Standards (PFRS)</i>				
<b>PFRS 1 (Revised)</b>	First-time Adoption of Philippine Financial Reporting Standards	✓		
	Amendments to PFRS 1: Additional Exemptions for First-time Adopters	✓		
	Amendment to PFRS 1: Limited Exemption from Comparative PFRS 7 Disclosures for First-time Adopters	✓		
	Amendments to PFRS 1: Severe Hyperinflation and Removal of Fixed Date for First-time Adopters	✓		
	Amendment to PFRS 1: Government Loans**	✓		
<b>PFRS 2</b>	Share-based Payment	✓		
	Amendments to PFRS 2: Vesting Conditions and Cancellations	✓		
	Amendments to PFRS 2: Group Cash-settled Share-based Payment Transactions	✓		
<b>PFRS 3 (Revised)</b>	Business Combinations	✓		
<b>PFRS 4</b>	Insurance Contracts			✓
	Amendments to PAS 39 and PFRS 4: Financial Guarantee Contracts			✓
<b>PFRS 5</b>	Non-current Assets Held for Sale and Discontinued Operations			✓
<b>PFRS 6</b>	Exploration for and Evaluation of Mineral Resources			✓
<b>PFRS 7</b>	Financial Instruments: Disclosures	✓		
	Amendments to PAS 39 and PFRS 7: Reclassification of Financial Assets	✓		
	Amendments to PAS 39 and PFRS 7: Reclassification of Financial Assets - Effective Date and Transition	✓		
	Amendments to PFRS 7: Improving Disclosures about Financial Instruments	✓		
	Amendments to PFRS 7: Disclosures – Transfers of Financial Assets	✓		
	Amendments to PFRS 7: Disclosures – Offsetting Financial Assets and Financial Liabilities	✓		
	Amendment to PFRS 7: Mandatory Effective Date of PFRS 9 and Transition Disclosures ( <i>effective when PFRS 9 is first applied</i> )			✓
<b>PFRS 8</b>	Operating Segments	✓		
<b>PFRS 9</b>	Financial Instruments (2014)* ( <i>effective January 1, 2018</i> )			✓
<b>PFRS 10</b>	Consolidated Financial Statements	✓		
	Amendment to PFRS 10: Transition Guidance	✓		
	Amendment to PFRS 10: Investment Entities	✓		
	Amendment to PFRS 10: Investment Entities – Applying the Consolidation Exception* ( <i>effective January 1, 2016</i> )			✓
	Amendment to PFRS 10: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* ( <i>effective date deferred indefinitely</i> )			✓
<b>PFRS 11</b>	Joint Arrangements	✓		
	Amendment to PFRS 11: Transition Guidance	✓		
	Amendment to PFRS 11: Accounting for Acquisitions of Interests in Joint Operations* ( <i>effective January 1, 2016</i> )			✓

PHILIPPINE FINANCIAL REPORTING STANDARDS AND INTERPRETATIONS		Adopted	Not Adopted	Not Applicable
PFRS 12	Disclosure of Interests in Other Entities	✓		
	Amendment to PFRS 12: Transition Guidance	✓		
	Amendment to PFRS 12: Investment Entities	✓		
	Amendment to PFRS 10: Investment Entities – Applying the Consolidation Exception* (effective January 1, 2016)			✓
PFRS 13	Fair Value Measurement	✓		
PFRS 14	Regulatory Deferral Accounts* (effective January 1, 2016)			✓
<b>Philippine Accounting Standards (PAS)</b>				
PAS 1 (Revised)	Presentation of Financial Statements	✓		
	Amendments to PAS 32 and PAS 1: Puttable Financial Instruments and Obligations Arising on Liquidation	✓		
	Amendment to PAS 1: Presentation of Items of Other Comprehensive Income	✓		
	Amendment to PAS 1: Disclosure Initiative* (effective January 1, 2016)			✓
PAS 2	Inventories	✓		
PAS 7	Statement of Cash Flows	✓		
PAS 8	Accounting Policies, Changes in Accounting Estimates and Errors	✓		
PAS 10	Events After the Reporting Period	✓		
PAS 11	Construction Contracts	✓		
PAS 12	Income Taxes	✓		
	Amendment to PAS 12 - Deferred Tax: Recovery of Underlying Assets	✓		
PAS 16	Property, Plant and Equipment	✓		
	Amendment to PAS 16: Bearer Plants* (effective January 1, 2016)			✓
	Amendment to PAS 16: Clarification of Acceptable Methods of Depreciation and Amortization* (effective January 1, 2016)			✓
PAS 17	Leases	✓		
PAS 18	Revenue	✓		
PAS 19 (Revised)	Employee Benefits	✓		
	Amendment to PAS 19: Defined Benefit Plans - Employee Contributions	✓		
PAS 20	Accounting for Government Grants and Disclosure of Government Assistance			✓
PAS 21	The Effects of Changes in Foreign Exchange Rates	✓		
	Amendment: Net Investment in a Foreign Operation	✓		
PAS 23 (Revised)	Borrowing Costs	✓		
PAS 24 (Revised)	Related Party Disclosures	✓		
PAS 26	Accounting and Reporting by Retirement Benefit Plans			✓
PAS 27 (Revised)	Separate Financial Statements	✓		
	Amendment to PAS 27: Investment Entities	✓		
	Amendment to PAS 27: Equity Method in Separate Financial Statements* (effective January 1, 2016)			✓
PAS 28 (Revised)	Investments in Associates and Joint Ventures	✓		
	Amendment to PFRS 10: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* (effective January 1, 2016)			✓
	Amendment to PAS 28: Investment Entities - Applying the Consolidation Exception* (effective January 1, 2016)			✓
PAS 29	Financial Reporting in Hyperinflationary Economies			✓
PAS 32	Financial Instruments: Presentation	✓		
	Amendments to PAS 32 and PAS 1: Puttable Financial Instruments and Obligations Arising on Liquidation	✓		
	Amendment to PAS 32: Classification of Rights Issues	✓		
	Amendments to PAS 32: Offsetting Financial Assets and Financial Liabilities	✓		
PAS 33	Earnings Per Share	✓		
PAS 34	Interim Financial Reporting	✓		

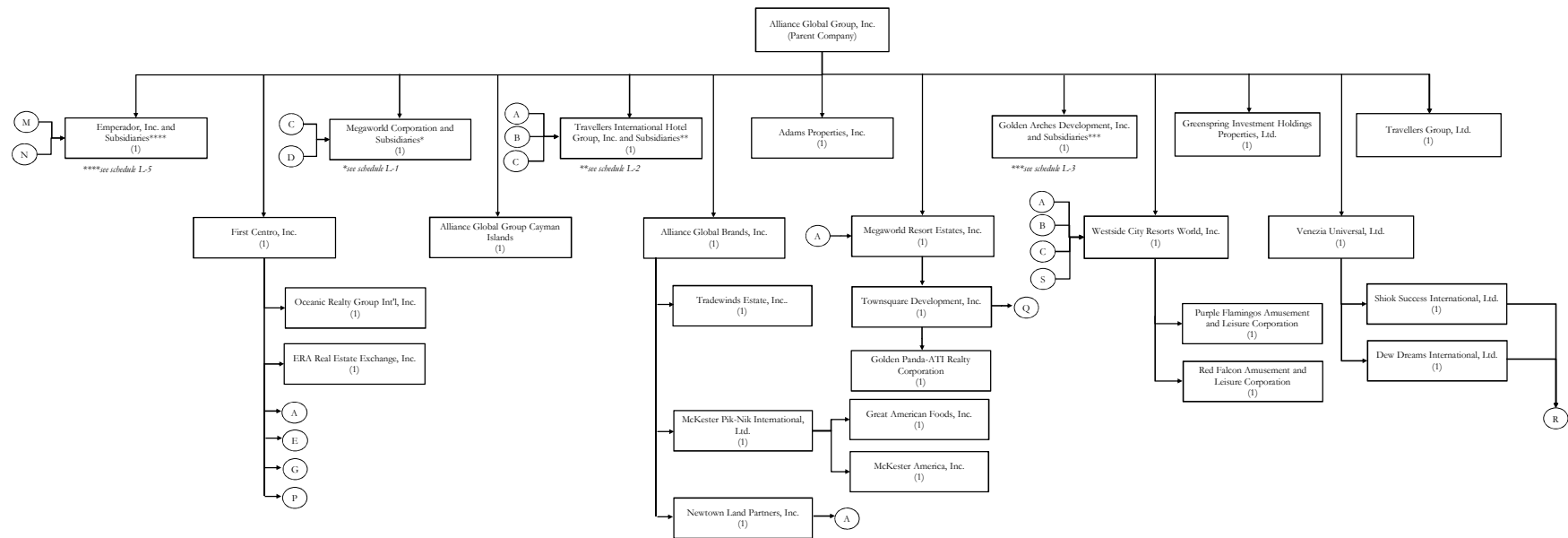
PHILIPPINE FINANCIAL REPORTING STANDARDS AND INTERPRETATIONS		Adopted	Not Adopted	Not Applicable
PAS 36	Impairment of Assets	✓		
	Amendment to PAS 36: Recoverable Amount Disclosures for Non-financial Assets	✓		
PAS 37	Provisions, Contingent Liabilities and Contingent Assets	✓		
PAS 38	Intangible Assets	✓		
	Amendment to PAS 38: Clarification of Acceptable Methods of Depreciation and Amortization* (effective January 1, 2016)			✓
PAS 39	Financial Instruments: Recognition and Measurement	✓		
	Amendments to PAS 39: Transition and Initial Recognition of Financial Assets and Financial Liabilities	✓		
	Amendments to PAS 39: Cash Flow Hedge Accounting of Forecast Intragroup Transactions**	✓		
	Amendments to PAS 39: The Fair Value Option	✓		
	Amendments to PAS 39 and PFRS 4: Financial Guarantee Contracts	✓		
	Amendments to PAS 39 and PFRS 7: Reclassification of Financial Assets	✓		
	Amendments to PAS 39 and PFRS 7: Reclassification of Financial Assets – Effective Date and Transition	✓		
	Amendments to Philippine Interpretation IFRIC 9 and PAS 39: Embedded Derivatives**	✓		
	Amendment to PAS 39: Eligible Hedged Items**	✓		
	Amendment to PAS 39: Novation of Derivatives and Continuation of Hedge Accounting**	✓		
PAS 40	Investment Property	✓		
PAS 41	Agriculture			✓
	Amendment to PAS 41: Bearer Plants* (effective January 1, 2016)			✓
<b>Philippine Interpretations - International Financial Reporting Interpretations Committee (IFRIC)</b>				
IFRIC 1	Changes in Existing Decommissioning, Restoration and Similar Liabilities	✓		
IFRIC 2	Members' Share in Co-operative Entities and Similar Instruments			✓
IFRIC 4	Determining Whether an Arrangement Contains a Lease	✓		
IFRIC 5	Rights to Interests Arising from Decommissioning, Restoration and Environmental Rehabilitation Funds	✓		
IFRIC 6	Liabilities Arising from Participating in a Specific Market - Waste Electrical and Electronic Equipment			✓
IFRIC 7	Applying the Restatement Approach under PAS 29, Financial Reporting in Hyperinflationary Economies			✓
IFRIC 9	Reassessment of Embedded Derivatives**	✓		
	Amendments to Philippine Interpretation IFRIC-9 and PAS 39: Embedded Derivatives**	✓		
IFRIC 10	Interim Financial Reporting and Impairment	✓		
IFRIC 12	Service Concession Arrangements			✓
IFRIC 13	Customer Loyalty Programmes	✓		
IFRIC 14	PAS 19 - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction	✓		
	Amendments to Philippine Interpretations IFRIC - 14, Prepayments of a Minimum Funding Requirement and their Interaction	✓		
IFRIC 16	Hedges of a Net Investment in a Foreign Operation**			✓
IFRIC 17	Distributions of Non-cash Assets to Owners	✓		
IFRIC 18	Transfers of Assets from Customers			✓
IFRIC 19	Extinguishing Financial Liabilities with Equity Instruments	✓		
IFRIC 20	Stripping Costs in the Production Phase of a Surface Mine**			✓
IFRIC 21	Levies	✓		

PHILIPPINE FINANCIAL REPORTING STANDARDS AND INTERPRETATIONS		Adopted	Not Adopted	Not Applicable
<i>Philippine Interpretations - Standing Interpretations Committee (SIC)</i>				
<b>SIC-7</b>	Introduction of the Euro			✓
<b>SIC-10</b>	Government Assistance - No Specific Relation to Operating Activities			✓
<b>SIC-13</b>	Jointly Controlled Entities - Non-Monetary Contributions by Venturers	✓		
<b>SIC-15</b>	Operating Leases - Incentives	✓		
<b>SIC-25</b>	Income Taxes - Changes in the Tax Status of an Entity or its Shareholders	✓		
<b>SIC-27</b>	Evaluating the Substance of Transactions Involving the Legal Form of a Lease	✓		
<b>SIC-29</b>	Service Concession Arrangements: Disclosures			✓
<b>SIC-31</b>	Revenue - Barter Transactions Involving Advertising Services**	✓		
<b>SIC-32</b>	Intangible Assets - Web Site Costs**	✓		

\* These standards will be effective for periods subsequent to 2015 and are not early adopted by the Company.

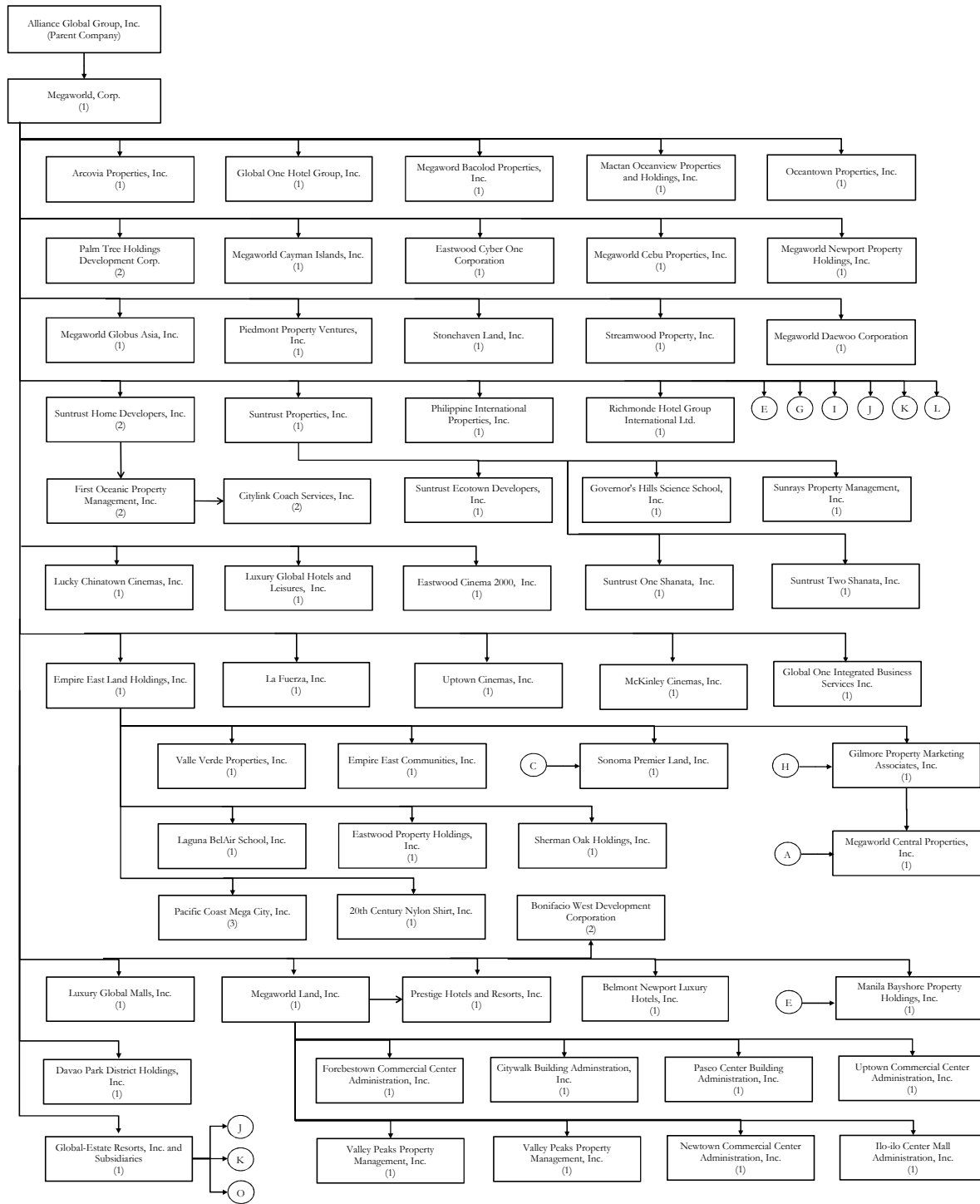
\*\* These standards have been adopted in the preparation of financial statements but the Company has no significant transactions covered in both years presented.

**ALLIANCE GLOBAL GROUP, INC.**  
 Schedule L - Map Showing the Relationship Between and  
 Among the Company and Its Related Parties  
 December 31, 2015

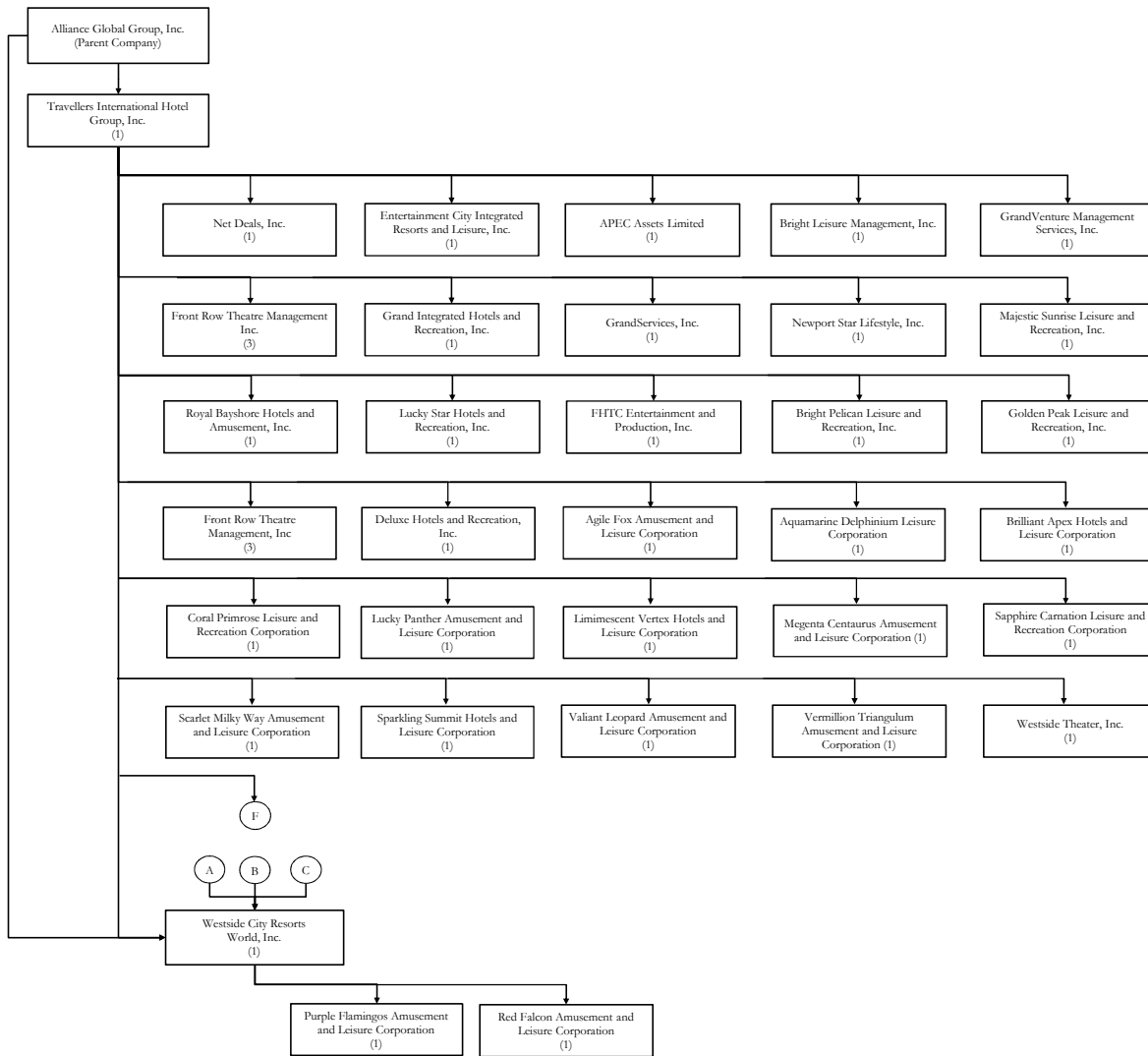


Legend					
(1) Subsidiary	A Megaworld, Corp.	F Manila Bayshore Property Holdings, Inc.	K Megaworld Global Estates, Inc.	P Sonoma Premier Land, Inc.	
(2) Associate	B Adams Properties, Inc.	G Westside City Resorts World, Inc.	L Megaworld Central Properties, Inc.	Q Gilmore Property Marketing Associates, Inc.	
(3) Jointly Controlled Entity	C First Centro, Inc.	H Townsquare Development, Inc.	M Shioh Success International, Ltd.	R Emperor Inc.	
	D Newtown Land Partners, Inc.	I Megaworld Resort Estates, Inc.	N Dew Dreams International, Ltd.		
	E Travellers International Hotel Group, Inc.	J Twin Lakes, Corp.	O File-Estate Properties, Inc.		

**ALLIANCE GLOBAL GROUP, INC.**  
 Schedule L-1 - Map Showing the Relationship Between and  
 Among the Company and Megaworld Corporation Group  
 December 31, 2015



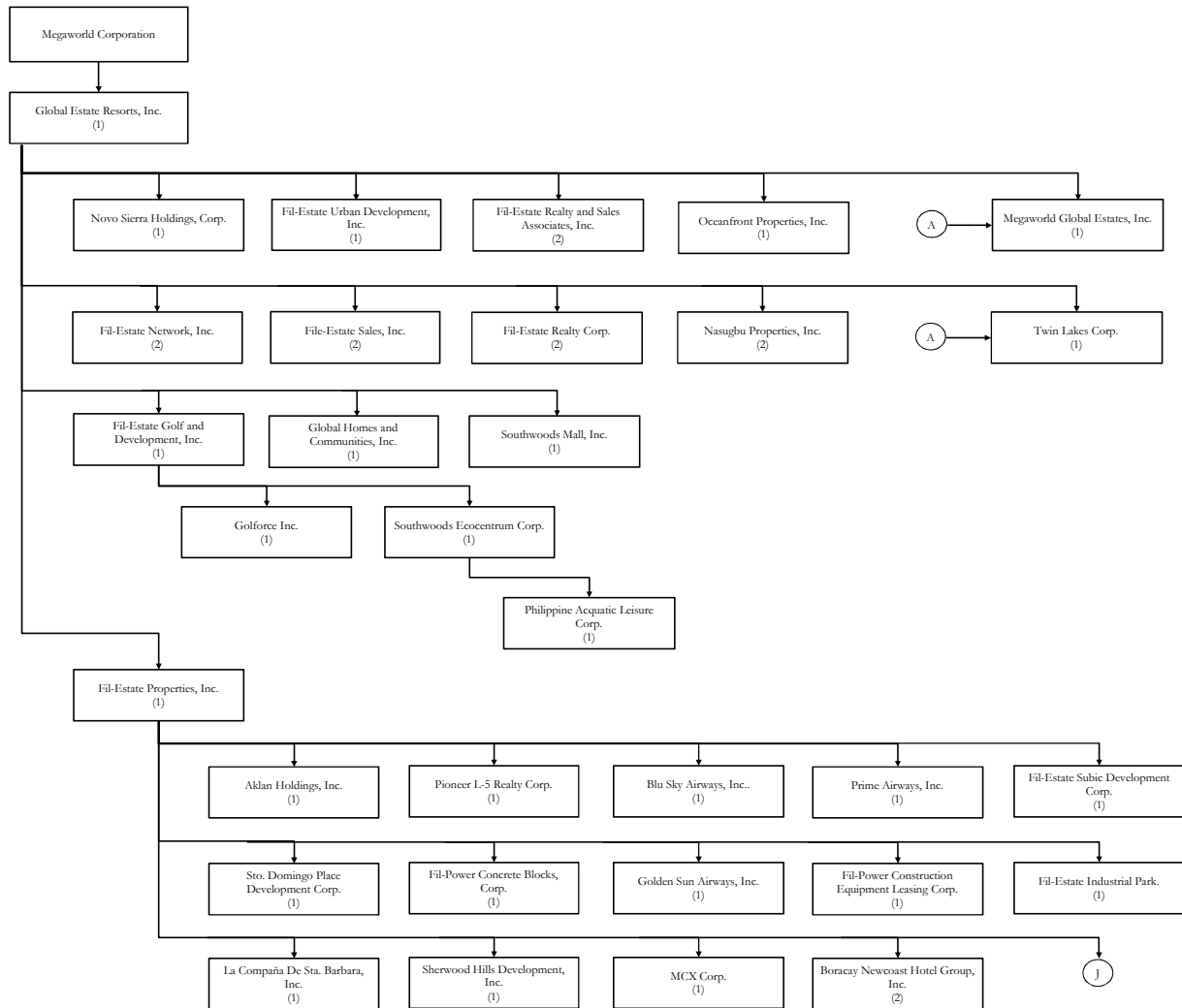
Legend	
(1)	Subsidiary
(2)	Associate
(3)	Jointly Controlled Entity
A	Megaworld, Corp.
B	Adams Properties, Inc.
C	First Centro, Inc.
D	Newtown Land Partners, Inc.
E	Travellers International Hotel Group, Inc.
F	Manila Bayshore Property Holdings, Inc.
G	Westside City Resorts World, Inc.
H	Townsquare Development, Inc.
I	Megaworld Resort Estates, Inc.
J	Twin Lakes, Corp.
K	Megaworld Global Estates, Inc.
L	Megaworld Central Properties, Inc.
M	Shiok Success International, Ltd.
N	Dew Dreams International, Ltd.
O	File-Estate Properties, Inc.
P	Sonoma Premier Land, Inc.
Q	Gilmore Property Marketing Associates, Inc.
R	Emperador Inc.
S	Megaworld Land Inc's Subsidiaries



Legend	
(1)	Subsidiary
(2)	Associate
(3)	Jointly Controlled Entity
A	Megaworld, Corp.
B	Adams Properties, Inc.
C	First Centro, Inc.
D	Newtown Land Partners, Inc.
E	Travellers International Hotel Group, Inc.
F	Manila Bayshore Property Holdings, Inc.
G	Westside City Resorts World, Inc.
H	Townsquare Development, Inc.
I	Megaworld Resort Estates, Inc.
J	Twin Lakes, Corp.
K	Megaworld Global Estates, Inc.
L	Megaworld Central Properties, Inc.
M	Shiok Success International, Ltd.
N	Dew Dreams International, Ltd.
O	File-Estate Properties, Inc.
P	Sonoma Premier Land, Inc.
Q	Gilmore Property Marketing Associates, Inc.
R	Emperor Inc.

**ALLIANCE GLOBAL GROUP, INC.**

Schedule L-4 - Map Showing the Relationship Between and Among Megaworld and Global Estate Resorts Inc. Group  
December 31, 2015

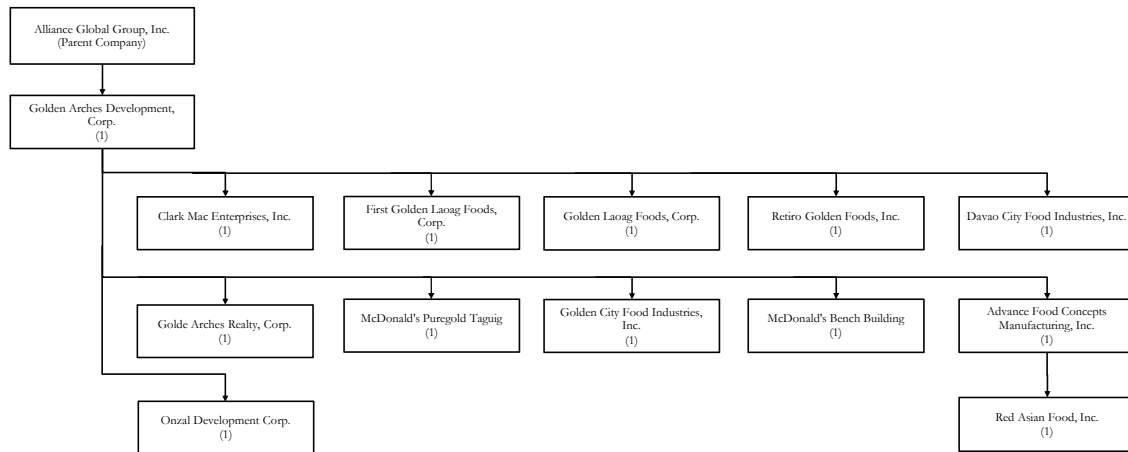


Legend	
(1)	Subsidiary
(2)	Associate
(3)	Jointly Controlled Entity
A	Megaworld, Corp.
B	Adams Properties, Inc.
C	First Centro, Inc.
D	Newtown Land Partners, Inc.
E	Travellers International Hotel Group, Inc.
F	Manila Bayshore Property Holdings, Inc.
G	Westside City Resorts World, Inc.
H	Townsquare Development, Inc.
I	Megaworld Resort Estates, Inc.
J	Twin Lakes, Corp.
K	Megaworld Global Estates, Inc.
L	Megaworld Central Properties, Inc.
M	Shiok Success International, Ltd.
N	Dew Dreams International, Ltd.
O	Fil-Estate Properties, Inc.
P	Sonoma Premier Land, Inc.
Q	Gilmore Property Marketing Associates, Inc.
R	Emperador Inc.



**ALLIANCE GLOBAL GROUP, INC.**

Schedule L-3 - Map Showing the Relationship Between and Among the Company and Golden Arches Development Corporation Group  
December 31, 2015



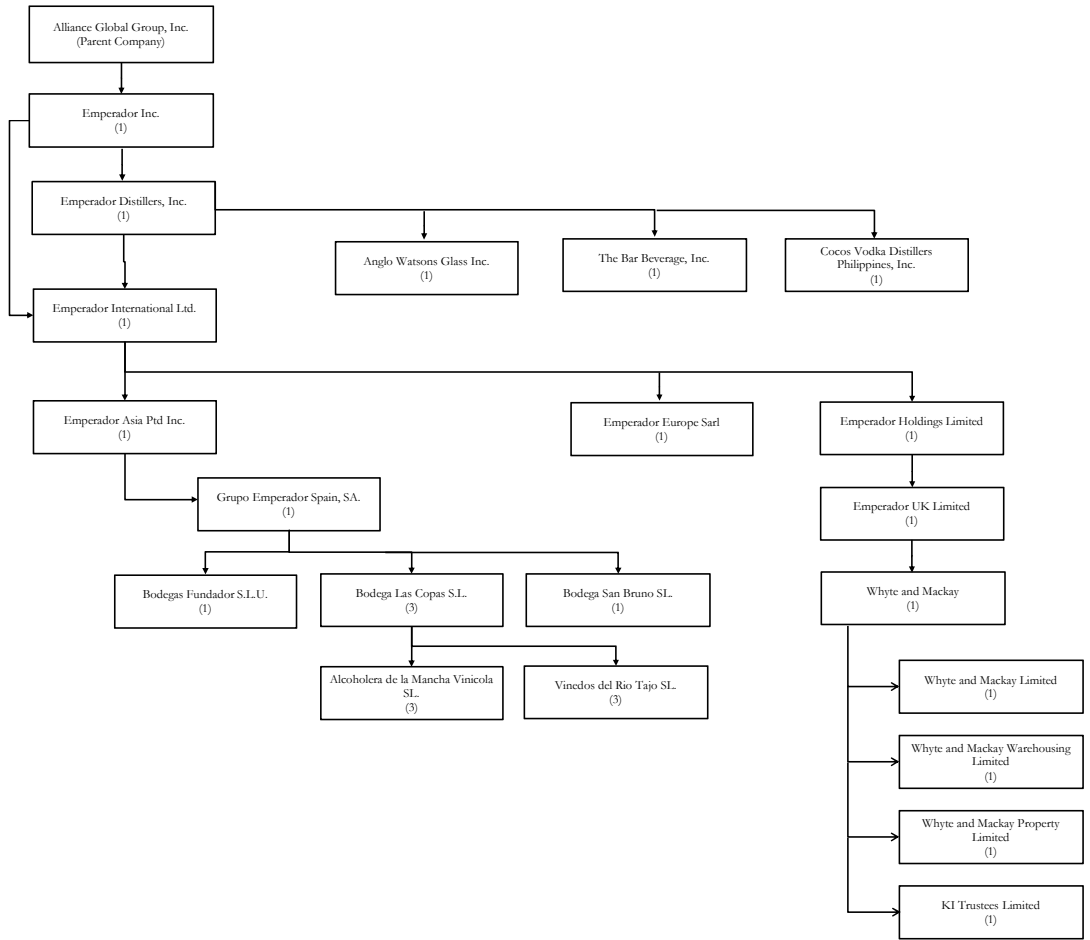
Legend	
(1)	Subsidiary
(2)	Associate
(3)	Jointly Controlled Entity
A	Megaworld, Corp.
B	Adams Properties, Inc.
C	First Centro, Inc.
D	Newtown Land Partners, Inc.
E	Travellers International Hotel Group, Inc.
F	Manila Bayshore Property Holdings, Inc.
G	Westside City Resorts World, Inc.
H	Townsquare Development, Inc.
I	Megaworld Resort Estates, Inc.
J	Twin Lakes, Corp.
K	Megaworld Global Estates, Inc.
L	Megaworld Central Properties, Inc.
M	Shiok Success International, Ltd.
N	Dew Dreams International, Ltd.
O	File-Estate Properties, Inc.
P	Sonoma Premier Land, Inc.
Q	Gilmore Property Marketing Associates, Inc.
R	Emperador Inc.

**ALLIANCE GLOBAL GROUP, INC.**

Schedule L-5 - Map Showing the Relationship Between and

Among the Company and Emperador Inc.

December 31, 2015



Legend	
(1)	Subsidiary
(2)	Associate
(3)	Jointly Controlled Entity
A	Megaworld, Corp.
B	Adams Properties, Inc.
C	First Centro, Inc.
D	Newtown Land Partners, Inc.
E	Travellers International Hotel Group, Inc.
F	Manila Bayshore Property Holdings, Inc.
G	Westside City Resorts World, Inc.
H	Townsquare Development, Inc.
I	Megaworld Resort Estates, Inc.
J	Twin Lakes, Corp.
K	Megaworld Global Estates, Inc.
L	Megaworld Central Properties, Inc.
M	Shiok Success International, Ltd.
N	Dew Dreams International, Ltd.
O	File-Estate Properties, Inc.
P	Sonoma Premier Land, Inc.
Q	Gilmore Property Marketing Associates, Inc.
R	Emperador Inc.

**ANNUAL  
CORPORATE  
GOVERNANCE REPORT  
FOR YEAR 2015**



**ALLIANCE GLOBAL GROUP, INC.**

**SECURITIES AND EXCHANGE COMMISSION**

**SEC FORM – ACGR**

**ANNUAL CORPORATE GOVERNANCE REPORT**

1. Report is Filed for the Year **2015**
2. Exact Name of Registrant as Specified in its Charter : **Alliance Global Group, Inc.**
3. **7<sup>th</sup> Floor, 1880 Eastwood Avenue Eastwood City CyberPark** **1110**  
**Bagumbayan, Quezon City, Metro Manila, Philippines** Postal Code  
Address of Principal Office
4. SEC Identification Number : **AS093-7946**
5. (SEC Use Only)  
Industry Classification Code
6. BIR Tax Identification Number : **003-831-302-000**
7. **(632) 709-2038 to 41**  
Issuer's Telephone number, including area code
8. **N/A**  
Former name or former address, if changed from the last report

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## A. BOARD MATTERS

### 1) Board of Directors

Number of Directors per Articles of Incorporation	Seven (7)
---	-----------

Actual number of Directors for the year	Seven (7)
---	-----------

#### (a) Composition of the Board (updated as of December 31, 2015)

Complete the table with information on the Board of Directors:

Director's Name	Type [Executive (ED), Non-Executive (NED) or Independent Director (ID)]	If nominee, identify the principal	Nominator in the last election (if ID, state the relationship with the nominator)	Date first elected	Date last elected (if ID, state the number of years served as ID) <sup>1</sup>	Elected when (Annual /Special Meeting)	No. of years served as director
Andrew L. Tan	ED	N/A	The Andresons Group, Inc.	8-29-03	<u>9-15-2015</u>	Annual	<u>13</u>
Sergio R. Ortiz-Luis, Jr.	ID	N/A	Kingson U. Sian, no relationship	9-14-07	<u>9-15-2015*</u>	Annual	<u>9</u>
Kingson U. Sian	ED	N/A	Andrew L. Tan, no relationship	2-20-07	<u>9-15-2015</u>	Annual	<u>9</u>
Katherine L. Tan	ED	N/A	The Andresons Group, Inc.	2-20-07	<u>9-15-2015</u>	Annual	<u>9</u>
Winston S. Co	NED	N/A	The Andresons Group, Inc.	6-1998	<u>9-15-2015</u>	Annual	<u>18</u>
Alejo L. Villanueva, Jr.	ID	N/A	Winston S. Co, no relationship	8-2001	<u>9-15-2015*</u>	Annual	<u>15</u>
Kevin Andrew L. Tan	NED	N/A	The Andresons Group, Inc.	4-20-12	<u>9-15-2015</u>	Annual	<u>4</u>

**\*four years since SEC Memorandum Circular No. 9, Series of 2011 became effective.**

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

The Board believes that corporate governance is a necessary component of sound strategic business management and is committed to create awareness of the principles of good corporate governance within the company. Thus, the Board of Directors has adopted a Manual of Corporate Governance in order to institutionalize the rules and principles of good corporate governance in accordance with the Code of Corporate Governance promulgated by the Securities and Exchange Commission.

The Board respects the rights of stockholders as provided in the Corporation Code, such as right to vote on all matters that require their consent or approval, right to inspect, right to information and appraisal right. The Board takes appropriate steps to remove excess or unnecessary costs and other administrative impediments to allow all stockholders meaningful participation in meetings. It likewise ensures that accurate and timely information is made available to stockholders to enable them to make a sound judgment on all matters for their consideration and approval. Minority stockholders are given the opportunity to be heard during stockholders' meetings. For various concerns, stockholders may seek assistance from the Investor Relations office.

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

Annually.

<sup>1</sup> Reckoned from the election immediately following January 2, 2012.

(d) Directorship in Other Companies

(i) Directorship in the Company's Group<sup>2</sup>

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

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
<b>1. Andrew L. Tan</b>	Megaworld Corporation	Executive, Chairman
	Megaworld Land, Inc.	Executive, Chairman
	Richmonde Hotel Group International	Executive, Chairman
	Emperador Inc.	Executive, Chairman
	Eastwood Cyber One Corporation	Non-Executive, Chairman
	Forbes Town Properties and Holdings, Inc.	Executive, Chairman
	Megaworld Newport Property Holdings, Inc.	Non-Executive, Chairman
	Suntrust Properties, Inc.	Executive, Chairman
	Townsquare Development, Inc.	Non-Executive, Chairman
	Megaworld Central Properties, Inc.	Non-Executive, Chairman
	Megaworld Globus Asia, Inc.	Executive, Chairman
	Philippine International Properties, Inc.	Executive, Chairman
	Empire East Land Holdings, Inc.	Non-Executive, Chairman
	Valle Verde Properties, Inc.	Non-Executive, Chairman
	Sherman Oak Holdings, Inc.	Non-Executive, Chairman
	Gilmore Property Marketing	Non-Executive, Chairman
	Adams Properties, Inc.	Non-Executive, Chairman
	Global-Estate Resorts, Inc.	Executive, Chairman
	Sonoma Premier Land, Inc.	Non-Executive, Chairman
	Travellers International Hotel Group, Inc.	Non-Executive
	Emperador Distillers, Inc.	Non-Executive
	The Bar Beverage, Inc.	Executive, Chairman
	Golden Arches Development Corporation	Non-Executive
	Golden Arches Realty Corporation	Non-Executive
	Alliance Global Brands, Inc.	Non-Executive
	Alliance Global Group Cayman Islands, Inc.	Executive, Chairman
<b>2. Kingson U. Sian</b>	Megaworld Corporation	Executive
	Megaworld Land, Inc.	Executive, Chairman
	Emperador Inc.	Non-Executive
	Prestige Hotels & Resorts, Inc.	Executive, Chairman
	Eastwood Cyber One Corporation	Non-Executive
	Forbestown Properties and Holdings, Inc.	Non-Executive
	Adams Properties, Inc.	Executive
	Travellers International Hotel Group, Inc.	Executive
	Alliance Global Group Cayman Islands, Inc.	Non-Executive
<b>3. Sergio R. Ortiz-Luis, Jr.</b>	N/A	N/A

<sup>2</sup> The Group is composed of the parent, subsidiaries, associates and joint ventures of the company.



<b>4. Winston S. Co</b>	New Town Land Partners, Inc.	Non-Executive, Chairman
	Emperador Distillers, Inc.	Executive
	Emperador Inc.	Executive
	Anglo Watsons Glass, Inc.	Non-Executive, Chairman
	The Bar Beverage, Inc.	Non-Executive
	Alliance Global Brands, Inc.	Non-Executive
	McKester Pik-nik International Limited	Non-Executive
<b>5. Alejo L. Villanueva, Jr.</b>	Empire East Land Holdings, Inc.	Independent Director
	Suntrust Home Developers, Inc.	Independent Director
	Emperador Inc.	Independent Director
<b>6. Katherine L. Tan</b>	Megaworld Corporation	Non-Executive
	Megaworld Cayman Islands, Inc.	Non-Executive
	Emperador Distillers, Inc.	Non-Executive
	Emperador Inc.	Executive
	The Bar Beverage, Inc.	Non-Executive
	McKester Pik-nik International Limited	Non-Executive
<b>7. Kevin Andrew L. Tan</b>	Emperador Distillers, Inc.	Non-Executive
	Anglo Watsons Glass, Inc.	Non-Executive
	The Bar Beverage, Inc.	Non-Executive

(ii) Directorship in Other Listed Companies – None

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

Director's Name	Name of Listed Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
N/A		

(iii) Relationship within the Company and its Group

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

Director's Name	Name of the Significant Shareholder	Description of the relationship
Andrew L. Tan	The Andresons Group, Inc.	Andrew L. Tan is authorized to appoint proxy to vote for the shares
Andrew L. Tan	Yorkshire Holdings, Inc.	Andrew L. Tan is authorized to appoint proxy to vote for the shares

(iv) Has the company set a limit on the number of board seats in other companies (publicly listed, ordinary and companies with secondary license) that an individual director or CEO may hold simultaneously? In particular, is the limit of five board seats in other publicly listed companies imposed and observed? If yes, briefly describe other guidelines:

The Company has not set a limit on the number of board seats that its Executive Directors, Non-Executive Directors and CEO may hold in other companies. The Company allows its directors to serve in its subsidiaries and affiliates with oversight functions. For Independent Directors, the Company observes the limitation set forth in SEC Circular Memorandum No. 9 Series of 2011 and has not elected any Independent Director with more than five directorships within the Group. Further, directorship outside of the Group is discouraged.

	Guidelines	Maximum Number of Directorships in other companies
Executive Director	N/A	
Non-Executive Director	N/A	
CEO	N/A	

(c) Shareholding in the Company

Complete the following table on the members of the company's Board of Directors who directly and indirectly own shares in the company (as of December 31, 2015):

Name of Director	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
Andrew L. Tan	<b><u>63,684,350</u></b>	<b><u>4,027,383,194</u></b> (thru The Andresons Group, Inc.) 1,583,459,842 (thru direct and indirect holdings of Yorkshire Holdings, Inc.)	<b><u>54.52%</u></b>
Sergio R. Ortiz-Luis, Jr.	1	n/a	0.00%
Kingson U. Sian	5,001,100	n/a	0.04%
Winston S. Co	2,728	n/a	0.00%
Katherine L. Tan	1	n/a	0.00%
Alejo L. Villanueva, Jr.	1	n/a	0.00%
Kevin Andrew L. Tan	1	n/a	0.00%
TOTAL	<b><u>68,688,182</u></b>	<b><u>5,610,843,036</u></b>	<b><u>55.30%</u></b>

2) Chairman and CEO

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

Yes  No

Identify the Chair and CEO:

Chairman of the Board/CEO	Andrew L. Tan
President	Kingson U. Sian

Although the positions of Chairman of the Board and CEO are held by one individual, the duties and responsibilities of each are clearly defined and delineated under the By-Laws and Manual of Corporate Governance. The President also participates in the decision-making process and can express his views to the Chairman/CEO and the Board.

(b) Roles, Accountabilities and Deliverables

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

	Chairman	Chief Executive Officer
Role	<p>Ensure that the meetings of the Board are held in accordance with the by-laws or as the Chair may deem necessary.</p> <p>Supervise the preparation of the agenda of the meeting in coordination with the Corporate Secretary, taking into consideration the suggestions of the President,</p>	<p>General supervision of the business affairs and property of the Company</p> <p>See to it that all orders and</p>

	Management and the directors.  Maintain qualitative and timely lines of communication and information between the Board and Management.	resolutions of the Board are carried into effect  Perform such duties as may be assigned to him by the Board
Accountabilities	To the Board and Management	To the stockholders and the Board
Deliverables	Agenda of the meetings	Report of the yearly operations of the Company and the state of its affairs to the Board and the stockholders

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

The Board has taken steps to put in place a succession planning program for key management positions.

4) Other Executive, Non-Executive and Independent Directors

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

The membership of the Board is a combination of executive and non-executive directors (which includes 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. Currently, the Board has a mix of directors with expertise in the fields of real estate development, marketing and sales, retail management, tourism and leisure, property management, investment banking, food and beverage and financing.

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

The non-executive directors possess such qualifications and stature that would enable them to effectively participate in the deliberations of the Board. Additional qualifications include a practical understanding of the business of the Company and membership in a relevant industry, business or professional organization.

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

	<b>Executive</b>	<b>Non-Executive</b>	<b>Independent Director</b>
Role	Involved in operational and day-to-day affairs of the Company	Oversees the performance of Executive directors	Acts as check and balance within the Board. Acts as chairman of the various committees
Accountabilities	To the Board and management to ensure that lines of communication are open	To the stockholders	To the stockholders
Deliverables	Reports to the Board on operational matters of the Company	Review and evaluate executive directors' recommendations	As members of the Audit Committee, performs oversight functions over

			the financial reporting process, risk management and internal control and internal audit.
--	--	--	---

Provide the company's definition of "independence" and describe the company's compliance to the definition.

"Independence", as a qualification of an independent director, means the freedom to exercise judgment in the carrying out of responsibilities as a director from any interference by any other persons or other considerations other than the duties enjoined on directors by law and the By-laws, as well as possession of the qualifications and none of the disqualifications provided by law.

The Company's Manual of Corporate Governance provides that the Board should be composed of at least two (2) independent directors and the Company has complied with this.

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

The Company complies with the provisions of SEC Memorandum Circular No. 9, Series of 2011 on term limits for independent directors. No independent director has violated the required term limit under this circular.

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

(a) Resignation/Death/Removal

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

Name	Position	Date of Cessation	Reason
N/A			

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

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

Procedure	Process Adopted	Criteria
<b>a. Selection/Appointment</b>		
(i) Executive Directors	Nomination is conducted by the Nomination Committee prior to a stockholders' meeting pursuant to the provisions of SRC Rule 38.	Qualifications are provided for in the Company's By-Laws and Manual of Corporate Governance.
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above	Same as above and SRC Rule 38.
<b>b. Re-appointment</b>		
(i) Executive Directors	Re-appointment is allowed. The procedure is the same as the selection/appointment process above.	The same criteria are imposed for appointment and re-appointment. Qualifications are provided for in the Company's By-Laws

		and Manual of Corporate Governance.
(ii) Non-Executive Directors	Re-appointment is allowed. The procedure is the same as the selection/appointment process above.	Same as above
(iii) Independent Directors	Re-appointment is allowed as long as the term limit for Independent Directors in SEC Memorandum Circular No. 9, Series of 2011 has not been breached. The procedure is the same as the selection/appointment process above.	Same as above and SRC Rule 38.
<b>c. Permanent Disqualification</b>		
(i) Executive Directors	The Company follows the procedure provided for in the Corporation Code.	The Grounds are provided for in the Company's Manual of Corporate Governance
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above. The Company also follows the procedure provided in SRC Rule 38.	Same as above and SRC Rule 38.
<b>d. Temporary Disqualification</b>		
(i) Executive Directors	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.	The Grounds are provided for in the Company's Manual of Corporate Governance
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above	Same as above
<b>e. Removal</b>		
(i) Executive Directors	The Company follows the procedure provided for in the Corporation Code.	Removal may be due to death, voluntary resignation and/or permanent disqualification from office consistent with the grounds provided for in the Company's Manual of Corporate Governance.
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above. The Company also follows the procedure provided in SRC Rule 38.	Same as above and SRC Rule 38.
<b>f. Re-instatement</b>		
(i) Executive Directors	A temporarily disqualified director shall, within sixty (60) business days from such disqualification, take the	Satisfactory corrective action performed by the director within the 60 day period, addressing the specific cause

	appropriate action to remedy or correct the disqualification. If he fails or refuses to do so for unjustified reasons, the disqualification shall become permanent.	of action.
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above	Same as above
<b>g. Suspension</b>		
(i) Executive Directors	The Company follows the procedure provided for in the Corporation Code.	The Grounds are provided for in the Company's Manual of Corporate Governance.
(ii) Non-Executive Directors	Same as above	Same as above
(iii) Independent Directors	Same as above	Same as above

**Voting Result of the last Annual General Meeting (updated as of September 15, 2015)**

Name of Director	Votes Received
Andrew L. Tan	<b><u>8,589,376,274 shares</u></b>
Sergio R. Ortiz-Luis, Jr.	<b><u>8,589,376,274 shares</u></b>
Kingson U. Sian	<b><u>8,589,376,274 shares</u></b>
Winston S. Co	<b><u>8,589,376,274 shares</u></b>
Katherine L. Tan	<b><u>8,589,376,274 shares</u></b>
Alejo L. Villanueva, Jr.	<b><u>8,589,376,274 shares</u></b>
Kevin Andrew L. Tan	<b><u>8,589,376,274 shares</u></b>

6) Orientation and Education Program

The directors of the Company are required to take a Corporate Governance Orientation course preferably from the Institute of Corporate Governance (ICG). Directors are encouraged to undergo further training in the corporate governance. Some directors have attended the Professional Directors Program of the ICG and participated in Corporate Governance roundtable conference.

- (a) Disclose details of the company's orientation program for new directors, if any. – None.
- (b) State any in-house training and external courses attended by Directors and Senior Management<sup>3</sup> for the past three (3) years:

**In compliance with the SEC Memorandum Circular No. 20, Series of 2013, the Company's Directors and Senior Management attended an in-house seminar(s) on Corporate Governance on October 02, November 11 and 14, 2014.**

**They also attended the same seminar on November 12, November 23, November 25, and December 11, 2015**

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

Name of Director/Officer	Date of Training	Program	Name of Training Institution
Andrew L. Tan	December 11, 2015	Corporate Governance	Risks, Opportunities, Assessment and Management (ROAM), Inc.
Sergio Ortiz-Luis, Jr.	November 12,		

<sup>3</sup> Senior Management refers to the CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the company.

	2015		
Kingson U. Sian	November 23, 2015		
Winston S. Co	December 11, 2015		
Katherine L. Tan	December 11, 2015		
Kevin Andrew L. Tan	December 11, 2015		
Alejo L. Villanueva, Jr.	December 11, 2015		
Dina D. Inting	December 11, 2015		
Rolando D. Siatela	November 25, 2015		
Dominic V. Isberto	November 25, 2015	Corporate Governance	Risks, Opportunities, Assessment and Management (ROAM) Inc.
	August 13 and 27, September 10 and 24, 2015	Mandatory Continuing Legal Education Program	Ateneo De Manila University Law School

## B. CODE OF BUSINESS CONDUCT & ETHICS

- 1) Discuss briefly the company's policies on the following business conduct or ethics affecting directors, senior management and employees (for management and employees, applicable to others companies in group):

Business Conduct & Ethics	Directors	Senior Management	Employees
(a) Conflict of Interest	A director should not use his position to profit or gain some benefit or advantage for himself and/or his related interest. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process.	An employee should disclose any relationship or association to the proposed supplier or contractor or its authorized representative to avoid possible conflict of interest.	An employee should disclose any relationship or association to the proposed supplier or contractor or its authorized representative to avoid possible conflict of interest.
(b) Conduct of Business and Fair Dealings	A director should not use his position to profit or gain some benefit or advantage for himself and/or his related interest. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately	They are prohibited from using their authority or position to favor a supplier or contractor in anticipation of a personal gain or benefit.	They are prohibited from using their authority or position to favor a supplier or contractor in anticipation of a personal gain or benefit.

	disclose it and should not participate in the decision-making process.		
(c) Receipt of gifts from third parties	Must not solicit or accept any gift, regardless of value, from any supplier, contractor or business partner, except gifts of minimal value. If it is not practical to return, such gift must be shared with other employees.		
(d) Compliance with Laws & Regulations	Ensure the Company's faithful compliance with all applicable laws, regulations and best business practices.		
(e) Respect for Trade Secrets/Use of Non-public Information	Keep secure and confidential trade secrets and all non-public information acquired or learned by reason of position. Should not reveal confidential information to unauthorized persons without authority of the Board.		
(f) Use of Company Funds, Assets and Information	Observe discretion in use of funds and assets. Confidential information must not be disclosed without the proper authority.	Observe discretion in use of funds and assets. Be mindful of eliminating unnecessary consumption and wasteful practices. Confidential information must not be disclosed without the proper authority.	Observe discretion in use of funds and assets. Be mindful of eliminating unnecessary consumption and wasteful practices. Confidential information must not be disclosed without the proper authority.
(g) Employment & Labor Laws & Policies	Ensure the Company's faithful compliance with employment and labor law & policies.	The Company seeks to reasonably assist its and its subsidiaries and affiliates' employee and his family in providing for their economic security.	The Company seeks to reasonably assist its and its subsidiaries and affiliates' employee and his family in providing for their economic security.
(h) Disciplinary action	The Company observes the provisions on disqualification and temporary disqualification of directors as provided in the Company's Manual of Corporate Governance.	Rules and regulations shall be enforced fairly and consistently. Violations shall result in disciplinary actions depending on frequency, seriousness and circumstances of the offense. The employee shall be given the opportunity to present his side.	Rules and regulations shall be enforced fairly and consistently. Violations shall result in disciplinary actions depending on frequency, seriousness and circumstances of the offense. The employee shall be given the opportunity to present his side.
(i) Whistle Blower	Reports of wrongdoing may be made directly to the Chairman for proper disposition to ensure confidentiality of information and protection of the identity of the whistle blower.		
(j) Conflict Resolution	Amicable settlement through alternative dispute resolution		

2) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?

Yes.

3) Discuss how the company implements and monitors compliance with the code of ethics or conduct.



The Company has a compliance officer who monitors compliance of ethics or conduct.

Directors submit annually a list of business and professional affiliating through which provide conflicts-of-interest may be determined. Relative to senior management and employees, the Human Resources Department of each subsidiary and affiliate implements and monitors compliance with the code of ethics or conduct.

4) Related Party Transactions

(a) Policies and Procedures

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

Related Party Transactions	Policies and Procedures
(1) Parent Company	Ensure that the transactions are entered on terms comparable to those available from unrelated third parties
(2) Joint Ventures	
(3) Subsidiaries	
(4) Entities Under Common Control	
(5) Substantial Stockholders	
(6) Officers including spouse/children/siblings/parents	Ensure that the transactions are entered on terms comparable to those available from unrelated third parties. Disclosure of relationship or association is required to be made before entering into transaction. No participation in the approval of the transaction.
(7) Directors including spouse/children/siblings/parents	
(8) Interlocking director relationship of Board of Directors	

(b) Conflict of Interest

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

Identify any actual or probable conflict of interest to which directors/officers/5% or more shareholders may be involved. – None.

	Details of Conflict of Interest (Actual or Probable)
Name of Director/s	N/A
Name of Officer/s	N/A
Name of Significant Shareholders	N/A

(ii) Mechanism

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

	Directors/Officers/Significant Shareholders
Company	Independent Directors are required to submit a list of positions/other directorships to determine any conflict. Directors, officers and employees must voluntarily disclose any conflict prior to occurrence of the same.
Group	

5) Family, Commercial and Contractual Relations

- (a) Indicate, if applicable, any relation of a family,<sup>4</sup> commercial, contractual or business nature that exists between the holders of significant equity (5% or more), to the extent that they are known to the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description of the Relationship
None		

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

Names of Related Significant Shareholders	Type of Relationship	Brief Description
None		

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

The Company has no knowledge of any arrangements among stockholders that may result in a change in control of the Company.

Name of Shareholders	% of Capital Stock affected (Parties)	Brief Description of the Transaction
None		

#### 6) Alternative Dispute Resolution

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

	Alternative Dispute Resolution System
Corporation & Stockholders	Pursue settlement outside court and compromise
Corporation & Third Parties	
Corporation & Regulatory Authorities	Pursue settlement outside court and compromise
	Pursue settlement outside court and compromise

### C. BOARD MEETINGS & ATTENDANCE

- 1) Are Board of Directors' meetings scheduled before or at the beginning of the year?

Meetings of the Board are held at such time and place as the Board may prescribe, but the Board endeavors to meet monthly, or if not possible, quarterly.

- 2) Attendance of Directors (updated as of December 31, 2015)

Board	Name	Date of Election	No. of Meetings Held during the year	No. of Meetings Attended	%
Chairman	Andrew L. Tan	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	90
Member	Kingson U. Sian	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100
Member	Katherine L. Tan	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100
Member	Winston S. Co	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100
Member	Kevin Andrew L. Tan	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100
Independent	Sergio R. Ortiz-Luis, Jr.	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100
Independent	Alejo L. Villanueva	<u>15 September 2015</u>	<u>13</u>	<u>13</u>	100

<sup>4</sup> Family relationship up to the fourth civil degree either by consanguinity or affinity.

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

None.

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

The Company follows the quorum requirement in the Corporation Code, which at present is majority of the members.

5) Access to Information

(a) How many days in advance are board papers<sup>5</sup> for board of directors meetings provided to the board?

These are distributed together with the notices in accordance with the Company's By-laws.

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

Yes.

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

The Secretary shall: (a) keep the minutes of the stockholders' meetings and of the Board of Directors' meetings; (b) see that all notices are duly given in accordance with the By-Laws; (c) be custodian of the corporate records and of the seal of the Corporation; (d) keep a register of the post addresses of the stockholders which shall be furnished him by such stockholders; and (e) in general, perform all duties incident to the office of the Secretary and such other duties as from time to time may be assigned by the Board, the Chairman, or the President.

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

Yes.

(e) Committee Procedures

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

Yes  No

Committee	Details of the procedures
Executive	N/A, There is no executive committee.
Audit	Upon request made thru the Corporate Secretary, Directors shall be provided with complete, adequate and timely information about the matters to be taken up in their meetings. The Committee is afforded full access to management, personnel and records in the performance of its duties and responsibilities.
Nomination	
Remuneration	
Others (specify)	None

<sup>5</sup> Board papers consist of complete and adequate information about the matters to be taken in the board meeting. Information includes the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.

6) External Advice

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

Procedures	Details
Obtain external legal counsel or independent professional advisors as may be needed in the performance of its functions	The Audit Committee members may obtain external legal counsel or independent professional advisors as may be needed in the performance of its functions

7) Change/s in existing policies – None.

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

Existing Policies	Changes	Reason
None		

**D. REMUNERATION MATTERS**

1) Remuneration Process

The officers receive fixed salary on a monthly basis from the respective subsidiaries or businesses they principally handle. Hence, no compensation was received from the Company.

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

Process	CEO	Top 4 Highest Paid Management Officers
(1) Fixed remuneration	None	None
(2) Variable remuneration	None	None
(3) Per diem allowance	Given as director	None
(4) Bonus	None	None
(5) Stock Options and other financial instruments	Pursuant to the Executive Stock Option Plan as administered by the Compensation and Remuneration Committee	Pursuant to the Executive Stock Option Plan as administered by the Compensation and Remuneration Committee
(6) Others (specify)	None	None

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

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

No compensation was received by the Directors from the Company except for per diem allowance for attendance in board meetings which started in 2007. The Board sets the per diem to be received.

	Remuneration Policy	Structure of Compensation Packages	How Compensation is Calculated
Executive Directors	Levels of remuneration must be sufficient to be	Other than the payment of per diem allowance, there are no	Per diem allowance set by the Board

	able to attract and retain the services of qualified and competent directors. No director should participate in deciding on his remuneration.	arrangements pursuant to which any director of the Company was compensated, or is to be compensated, directly or indirectly, during the year ended 31 Dec 2013 and the ensuing year, for any service provided as a director.	
Non-Executive Directors	Levels of remuneration must be sufficient to be able to attract and retain the services of qualified and competent directors. No director should participate in deciding on his remuneration.	Other than the payment of per diem allowance, there are no arrangements pursuant to which any director of the Company was compensated, or is to be compensated, directly or indirectly, during the year ended 31 Dec 2013 and the ensuing year, for any service provided as a director.	Per diem allowance set by the Board

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

Directors do not receive compensation other than per diem.

Remuneration Scheme	Date of Stockholders' Approval
None	

### 3) Aggregate Remuneration

No compensation was received by the Directors from the Company except for per diem allowance for attendance in board meetings which started in 2007. The Board sets the per diem to be received.

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

Remuneration Item	Executive Directors	Non-Executive Directors (other than independent directors)	Independent Directors
(a) Fixed Remuneration (allowance)	1,950,000		
(b) Variable Remuneration	N/A		
(c) Per diem Allowance	225,000	150,000	150,000
(d) Bonuses	N/A		
(e) Stock Options and/or other financial instruments	None for 2015	None for 2015	N/A
(f) Others (Specify)	N/A		
<b>Total</b>	<b>2,175,000</b>	<b>150,000</b>	<b>150,000</b>

Other Benefits	Executive Directors	Non-Executive Director (other than independent directors)	Independent Directors
1) Advances	N/A		
2) Credit granted	N/A		
3) Pension Plan/s Contributions	N/A		
(d) Pension Plans, Obligations incurred	N/A		
(e) Life Insurance Premium	N/A		
(f) Hospitalization Plan	N/A		
(g) Car Plan	N/A		
(h) Others (Specify)	N/A		
<b>Total</b>	N/A		

4) Stock Rights, Options and Warrants

(a) Board of Directors

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

For the Executive Stock Option Plan, options may be granted to individuals who, at the time of the grant, are full time key senior executive officers of the Company. Key senior executive officers include the President, Chief Executive Officer, Chief Operating Officer, General Manager, key Company Executives and senior officers reporting directly or indirectly to the Chairman of the Board, President or General Manager of the Company. Pursuant to the Plan, the following persons have been granted options as officers:

Director's Name	Number of Direct Option/Rights/Warrants	Number of Indirect Option/Rights/Warrants	Number of Equivalent Shares	Total % from Capital Stock
Andrew L. Tan	69,000,000	0	69,000,000	.67%
Kingson U. Sian	15,000,000	0	15,000,000	.14%
Winston S. Co	13,500,000	0	13,500,000	.13%
Kevin Andrew L. Tan	6,000,000	0	6,000,000	.05%

(b) Amendments of Incentive Programs – None.

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

Incentive Program	Amendments	Date of Stockholders' Approval
N/A		

5) Remuneration of Management

The officers receive fixed salary on a monthly basis from the respective subsidiaries or businesses they principally

handle. Hence, no compensation was received from the Company.

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

Name of Officer/Position	Total Remuneration
N/A	
N/A	
N/A	
N/A	
N/A	

## E. BOARD COMMITTEES

### 1) Number of Members, Functions and Responsibilities

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

Committee	No. of Members			Com- mittee Char- ter	Functions	Key Responsibilities	Power
	Executive Director (ED)	Non- executive Director (NED)	Indepen- dent Director (ID)				
Executive	N/A						
Audit	1	0	2	Y	Ensure that all financial reports comply with internal financial and management standards, performing oversight financial management functions, pre-approving all audit plans, scope and frequency and performing direct interface functions with internal and external auditors	Performs oversight responsibilities for the following: (a) Financial Reporting; (b) Risk Management; (c) Internal Control; (d) Internal Audit; (e) External Audit.	The Committee shall have the authority to conduct or order the investigation into any matter within the scope of its responsibilities.
Nomination	0	2	1	N	Prescreens and shortlists all candidates nominated to become a member of the Board.	Reviews and evaluates the qualifications of all persons nominated to the Board and other appointments that require Board approval, and assesses the effectiveness of the Board's processes and procedures in the election and replacement of directors	Prescreens nominees and prepares final list of candidates
Remune-	0	2	1	N	Responsible for	Establishes a formal	Administers the

ration					establishing a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, as well as providing oversight over remuneration of senior management and other key personnel ensuring that compensation is consistent with the Company's culture, strategy and control environment.	and transparent procedure for developing a policy on remuneration of directors and officers to ensure that their compensation is consistent with the Company's culture, strategy and business environment.	Executive Stock Option Plan
Others (specify)	N/A						

2) Committee Members

(a) Executive Committee – None. There is no executive committee.

(b)

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
N/A						

(c) Audit Committee (updated as of December 31, 2015)

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Alejo L. Villanueva, Jr.	<b>15 Sept. 2015</b>	<u>1</u>	<u>1</u>	100	8 years
Member (ED)	Andrew L. Tan	<b>15 Sept. 2015</b>	<u>1</u>	<u>1</u>	100	8 years
Member (ID)	Sergio R. Ortiz-Luis, Jr.	<b>15 Sept. 2015</b>	<u>1</u>	<u>1</u>	100	8 years

Disclose the profile or qualifications of the Audit Committee members.

**Alejo L. Villanueva, Jr.**

Mr. Villanueva, 72 years old, Filipino, has served as an Independent Director since August 2001. Mr. Villanueva obtained his bachelor's degree in Philosophy from San Beda College, summa cum laude. He has a master's degree in Philosophy from the University of Hawaii under an East-West Center Fellowship. He also took up special studies in the Humanities at Harvard University. He studied Organizational Behavior at INSEAD in Fontainebleau, France. He taught at the Ateneo Graduate School of Business, the UST Graduate School, and the



Asian Institute of Journalism.

**Andrew L. Tan**

Mr. Tan, 64 years old, Filipino, has served as Director since 2003 and Chairman of the Board and Chief Executive Officer since September 2006. Previously, he was Vice-Chairman of the Board from August 2003 to September 2006. He pioneered the live-work-play-learn model in the real estate development through the Company's integrated township communities, fueling the growth of the business process outsourcing (BPO) industry, food and beverage, and quick service restaurants industries. Mr. Tan graduated Magna Cum Laude from the University of the East with a degree of Bachelor of Science in Business Administration.

**Sergio R. Ortiz-Luis, Jr.**

Mr. Ortiz-Luis, Jr., 70 years old, Filipino, has served as Vice Chairman and Independent Director since September 2007. Mr. Ortiz-Luis, Jr. has broad experience in business management/administration and in the export sector. He obtained his Bachelor of Arts and Bachelor of Science in Business Administration and Masters of Business Administration from the De La Salle College and was awarded Honorary Doctorates in Humanities and Business Technology by the Central Luzon State University and Eulogio Rodriguez Institute of Science and Technology, respectively.

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

1. Perform oversight functions over the Corporation's external auditors. It should ensure that the external auditors act independently from management and are given unrestricted access to all records, properties and personnel to enable them to perform their respective audit functions; and
2. 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.

**(d) Nomination Committee (updated as of December 31, 2015)**

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Alejo L. Villanueva, Jr.	<u>15 Sept. 2015</u>	<u>1</u>	<u>1</u>	100%	3
Member (NED)	Kevin Andrew L. Tan	<u>15 Sept. 2015</u>	<u>1</u>	<u>1</u>	100%	3
Member (NED)	Winston S. Co	<u>15 Sept. 2015</u>	<u>1</u>	<u>1</u>	100%	3

**(e) Remuneration Committee (updated as of December 31, 2014)**

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Alejo L. Villanueva, Jr.	<u>15 Sept. 2015</u>	0	0		3
Member (NED)	Winston S. Co	<u>15 Sept. 2015</u>	0	0		3
Member (NED)	Kevin Andrew L. Tan	<u>15 Sept. 2015</u>	0	0		3

**(f) Others (Specify) - N/A**

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

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman						
Member (ED)						
Member (NED)						

Member (ID)						
Member						

### 3) Changes in Committee Members

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

Name of Committee	Name	Reason
Executive	N/A	
Audit	None	
Nomination	N/A	
Remuneration	N/A	
Others (specify)	N/A	

### 4) Work Done and Issues Addressed

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

Name of Committee	Work Done	Issues Addressed
Executive	N/A	N/A
Audit	approved audited financials	Nothing in the ordinary course of its functions.
Nomination	Prepared final list of candidates for election at annual meeting of stockholders	Nothing in the ordinary course of its functions.
Remuneration	None	None
Others (specify)	N/A	

### 5) Committee Program

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

Name of Committee	Planned Programs	Issues to be Addressed
Executive	N/A	
Audit	May adopt a self-rating system to review its performance	Monitor performance of committee
Nomination	May adopt a self-rating system to review its performance	Monitor performance of committee
Remuneration	May adopt a self-rating system to review its performance	Monitor performance of committee
Others (specify)	N/A	

## F. RISK MANAGEMENT SYSTEM

### 1) Disclose the following:

- (a) Overall risk management philosophy of the company;
- (b) A statement that the directors have reviewed the effectiveness of the risk management system and commenting on the adequacy thereof;
- (c) Period covered by the review;
- (d) How often the risk management system is reviewed and the directors' criteria for assessing its effectiveness; and

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

The Board, thru the Audit Committee, reviews the effectiveness of the Company's, including its subsidiaries and affiliates, risk management system with emphasis on monitoring of existing and emerging risks as well as risk mitigation measures and on identifying risks before these cause significant trouble for the business. Based on the set guidelines, directors are assigned specific subsidiaries, affiliates or business where they monitor compliance of the risk management system. A review of the risk management system is ongoing as the Company awaits reports from each subsidiary, affiliate and business segment. Criteria used for review are compliance with established guidelines and controls and the appropriateness of risk management and risk mitigation measures taken.

2) Risk Policy

(a) Company

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

<b>Risk Exposure</b>	<b>Risk Management Policy</b>	<b>Objective</b>
1. Hazards and natural or other catastrophes	Have an emergency response plan/action	Allow the different business segments to continue operations or minimize downtime during natural disaster or calamity
2. Regulatory developments	Review of new laws and regulations	Ensure the Company is compliant with all laws and regulations
3. Philippine economic/political conditions	Review of business/political situation	Ensure the Company can immediately adapt to changes in economic/political conditions and can devise strategies to meet these changes
4. Liquidity	Minimize exposure to financial markets	Actively secure short-to medium-term cash flow

(b) Group -

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

The Board, thru the Audit Committee, reviews the effectiveness of the Company's, including its subsidiaries and affiliates, risk management system with emphasis on monitoring of existing and emerging risks as well as risk mitigation measures and on identifying risks before these cause significant trouble for the business. Based on the set guidelines, directors are assigned specific subsidiaries, affiliates or business where they monitor compliance of the risk management system. Criteria used for review are compliance with established guidelines and controls and the appropriateness of risk management and risk mitigation measures taken.

<b>Risk Exposure</b>	<b>Risk Management Policy</b>	<b>Objective</b>
1. Hazards and natural or other catastrophes	Have an emergency response plan/action	Allow the different business segments to continue operations even during natural disaster or calamity
2. Regulatory developments	Review of new laws and regulations	Ensure the different business segments are compliant with all laws and regulations
3. Money laundering and cheating at gaming areas	Constant security check and monitoring, check and balance system	Minimize situations when these activities can happen
4. Supply of raw materials and packaging materials	Maintain diverse group of suppliers, get at least 3 quotations from suppliers	Prevent overdependence on a single supplier, ensure the best price possible

5. Consumer taste, trends and preferences	Market study and analysis	Be aware of trends and preferences to develop new products or adapt existing strategy
6. Competition	Market study and analysis  Maintain a diversified earnings base.  Constant product innovation.	Be aware of trends and preferences to develop new products or adapt existing strategy  Revenue and property diversification
7. Interests of joint development partners	Use of pre-selling as a project financing tool.  Entering into joint development agreements for the acquisition of land.	Minimize cash outlays for projects, control development costs and maintain a net cash position.  Maximize cost efficiencies and resources.
8. Land for future developments	Use of pre-selling as a project financing tool.  Entering into joint development agreements for the acquisition of land.	Minimize cash outlays for projects, control development costs and maintain a net cash position.  Maximize cost efficiencies and resources.
9. Philippine economic/political conditions	Review of business/political situation	Ensure the different business segments can immediately adapt to changes in economic/political conditions and can devise strategies to meet these changes

(c) Minority Shareholders

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

<b>Risk to Minority Shareholders</b>
The majority shareholder's voting power in the Company may affect the ability of minority shareholders to influence and determine corporate strategy.

3) Control System Set Up

(a) Company

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

<b>Risk Exposure</b>	<b>Risk Assessment (Monitoring and Measurement Process)</b>	<b>Risk Management and Control (Structures, Procedures, Actions Taken)</b>
1. Hazards and natural or other catastrophes	Have an emergency response plan/action	Allow the different business segments to continue operations or minimize downtime during natural disaster or calamity
2. Regulatory developments	Review of new laws and regulations	Ensure the Company is compliant with all laws and regulations

3. Philippine economic/political conditions	Review of business/political situation	Ensure the Company can immediately adapt to changes in economic/political conditions and can devise strategies to meet these changes
4. Liquidity	Minimize exposure to financial markets	Actively secure short-to medium-term cash flow

(b) Group

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

<b>Risk Exposure</b>	<b>Risk Assessment (Monitoring and Measurement Process)</b>	<b>Risk Management and Control (Structures, Procedures, Actions Taken)</b>
1. Hazards and natural or other catastrophes	Have an emergency response plan/action	Allow the different business segments to continue operations even during natural disaster or calamity
2. Regulatory developments	Review of new laws and regulations	Ensure the different business segments are compliant with all laws and regulations
3. Money laundering and cheating at gaming areas	Constant security check and monitoring, check and balance system	Minimize situations when these activities can happen
4. Supply of raw materials and packaging materials	Maintain diverse group of suppliers, get at least 3 quotations from suppliers	Prevent overdependence on a single supplier, ensure the best price possible
5. Consumer taste, trends and preferences	Market study and analysis	Be aware of trends and preferences to develop new products or adapt existing strategy
6. Competition	Market study and analysis  Maintain a diversified earnings base.  Constant product innovation.	Be aware of trends and preferences to develop new products or adapt existing strategy  Revenue and property diversification
7. Interests of joint development partners	Use of pre-selling as a project financing tool.  Entering into joint development agreements for the acquisition of land.	Minimize cash outlays for projects, control development costs and maintain a net cash position.  Maximize cost efficiencies and resources.
8. Land for future developments	Use of pre-selling as a project financing tool.  Entering into joint development agreements for the acquisition of land.	Minimize cash outlays for projects, control development costs and maintain a net cash position.  Maximize cost efficiencies and resources.
9. Philippine economic/political conditions	Review of business/political situation	Ensure the different business segments can immediately adapt to changes in economic/political

		conditions and can devise strategies to meet these changes
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(c) Committee

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

Committee/Unit	Control Mechanism	Details of its Functions
Board Audit Committee	Provides oversight over the Company's and its subsidiaries, affiliates and business segments risk management process, financial reporting process and internal audit.	Provides oversight over the Company's and its subsidiaries, affiliates and business segments risk management process, financial reporting process and internal audit.

**G. INTERNAL AUDIT AND CONTROL**

1) Internal Control System

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

- (a) Explain how the internal control system is defined for the company;
- (b) A statement that the directors have reviewed the effectiveness of the internal control system and whether they consider them effective and adequate;
- (c) Period covered by the review;
- (d) How often internal controls are reviewed and the directors' criteria for assessing the effectiveness of the internal control system; and
- (e) Where no review was conducted during the year, an explanation why not.

Internal control ensures that transactions are properly authorized and recorded, assets are safeguarded against unauthorized use or disposition, and liabilities are recognized. The directors of the Company have reviewed the effectiveness of the Company's and its subsidiaries, affiliates and business segments internal control system and consider them effective and adequate. For each subsidiary, affiliate and business segment, internal controls are reviewed annually and are handled at that level. Any major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board. For the past year, there has been no matter elevated to the Company level by any subsidiary, affiliate or business segment.

2) Internal Audit

(a) Role, Scope and Internal Audit Function

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

At the Company level, internal audit is handled by the audit committee while each subsidiary and affiliate handles internal audit functions at their level. The directors of the Company have reviewed the effectiveness of the Company's and its subsidiaries, affiliates and business segments internal control system and consider them effective and adequate. For each subsidiary, affiliate and business segment, internal controls are reviewed annually and are handled at that level. Any major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board. For the past year, there has been no matter elevated to the Company level by any subsidiary, affiliate or business segment.

Role	Scope	Indicate whether In-house or Outsource Internal Audit Function	Name of Chief Internal Auditor/Auditing Firm	Reporting process
see above				

- (b) Do the appointment and/or removal of the Internal Auditor or the accounting /auditing firm or corporation to which the internal audit function is outsourced require the approval of the audit committee?

For the Company, the internal audit function is handled directly by the audit committee. For the subsidiaries, affiliates and business segments, these are handled directly at their levels and only major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board.

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

For the Company, the internal audit function is handled directly by the audit committee. For the subsidiaries, affiliates and business segments, these are handled directly at their levels and only major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board.

- (d) Resignation, Re-assignment and Reasons

Disclose any resignation/s or re-assignment of the internal audit staff (including those employed by the third-party auditing firm) and the reason/s for them. – None.

Name of Audit Staff	Reason
N/A	

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

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

The directors of the Company have reviewed the effectiveness of the Company’s and its subsidiaries, affiliates and business segments internal control system and consider them effective and adequate. For each subsidiary, affiliate and business segment, internal controls are reviewed annually and are handled at that level. Any major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board. For the past year, there has been no matter elevated to the Company level by any subsidiary, affiliate or business segment.

<b>Progress Against Plans</b>	see above
<b>Issues<sup>6</sup></b>	see above
<b>Findings<sup>7</sup></b>	see above
<b>Examination Trends</b>	see above

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

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

- (f) Audit Control Policies and Procedures –

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

<sup>6</sup> “Issues” are compliance matters that arise from adopting different interpretations.

<sup>7</sup> “Findings” are those with concrete basis under the company’s policies and rules.

under the column “Implementation.”

The directors of the Company have reviewed the effectiveness of the Company’s and its subsidiaries, affiliates and business segments internal control system and consider them effective and adequate. For each subsidiary, affiliate and business segment, internal controls are reviewed annually and are handled at that level. Any major findings that cannot be resolved at that level are elevated to the Company through the Audit Committee of the Board. For the past year, there has been no matter elevated to the Company level by any subsidiary, affiliate or business segment.

<b>Policies &amp; Procedures</b>	<b>Implementation</b>
see above	

**(g) Mechanism and Safeguards –**

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

The Audit Committee reports directly to the Board and is independent from the Management.

<b>Auditors (Internal and External)</b>	<b>Financial Analysts</b>	<b>Investment Banks</b>	<b>Rating Agencies</b>
see above	None	None	None

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

Chairman and CEO, the Compliance Officer and the Corporate Secretary.

**H. ROLE OF STAKEHOLDERS**

1) Disclose the company’s policy and activities relative to the following:

	<b>Policy</b>	<b>Activities</b>
Customers' welfare	The Company and its subsidiaries and affiliates are committed to ensure utmost satisfaction of their respective customers through high quality products conceived in the spirit of innovation and born out of continuous research and development and provide excellent service to its customers.	Upgrading of skills and expertise so that people can provide customers with service of the highest quality  Institutionalization of the Customer Feedback System  Customer Delight Activities
Supplier/contractor selection practice	Selection of suppliers and contractors on the basis of quality products	Canvassing activities which ensure selection on the basis of quality products that
Environmentally friendly value-chain	The Company and its subsidiaries and affiliates endeavor to use environment-friendly design, procedures and materials in their respective businesses.	Selection of suppliers and contractors whose manufacturing procedures assure clients that each item is made in an environment-friendly manner and which produce environmental friendly products



Community interaction	Through the subsidiaries and affiliates, the Company aims to provide scholarship grants to financially handicapped but academically deserving students and to provide financial assistance to foundations and socio-civic organizations.	Foundation's scholarship program and institution partnerships through sponsorship and donations.
Anti-corruption programmes and procedures?	The Company endeavors to cultivate a culture of integrity that does not tolerate conflict-of-interest and unfair business dealings.	The Company has set up a reporting channel through which violation of the Company or any of its subsidiaries or affiliates culture of integrity may be reported, investigated and acted upon.
Safeguarding creditors' rights	The Company is committed to honoring its obligations financial obligations and loan covenants.	Timely settlement of financial obligations and faithful compliance with loan covenants.

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

These activities are undertaken directly at the subsidiary and associate level. Some of the Company's directors and officers may render some form of community service or social responsibility activity in connection with the activities of the respective subsidiaries and affiliates that they handle.

3) Performance-enhancing mechanisms for employee participation.

(a) What are the company's policy for its employees' safety, health, and welfare?

The Company and its subsidiaries and affiliates are committed to maintain a safety and security program for their respective employees, which are periodically updated and revised.

(b) Show data relating to health, safety and welfare of its employees.

Some of the Company's subsidiaries and affiliates provide free health care coverage to their respective employees.

(c) State the company's training and development programs for its employees. Show the data.

Some of the Company's subsidiaries and affiliates provide training and development programs to their respective employees.

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

The Company has an Executive Stock Option Plan.

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

Persons may report directly to the Chairman about illegal or unethical behavior and this ensures that the identity of the reporting person is protected.

**I. DISCLOSURE AND TRANSPARENCY**

1) Ownership Structure

(a) **Holding 5% shareholding or more (as of December 31, 2015)**

Shareholder	Number of Shares	Percent	Beneficial Owner
The Andresons Group, Inc.	<b><u>4,027,383,194</u></b> <sup>1</sup>	<b><u>39.22</u></b>	The Andresons Group, Inc. (TAGI)
<b><u>PCD Nominee Corporation (Non-Filipino)</u></b>	<b><u>3,265,610,116</u></b>	<b><u>31.80</u></b>	<b><u>Hongkong and Shanghai Corp. LTD.</u></b>
Yorkshire Holdings, Inc.	1,583,459,842 <sup>2</sup>	15.41%	Yorkshire Holdings, Inc.
<b><u>PCD Nominee Corporation (Filipino)</u></b>	<b><u>1,049,035,514</u></b>	<b><u>10.21%</u></b>	<b><u>Hongkong and Shanghai Corp. LTD.</u></b>

<sup>1</sup>Includes shares lodged with PCD Nominee Corporation beneficially owned by TAGI

<sup>2</sup>Includes direct and indirect beneficial ownership through Altavision Resources, Inc., Asiagroup Holdings, Inc., Globaland Holdings, Inc., and Le Bristol Holdings, Inc.

Name of Senior Management	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
Andrew L. Tan	<b><u>63,684,350</u></b>	<b><u>4,027,383,194</u></b> (thru The Andresons Group, Inc.) 1,583,459,842 (thru Yorkshire Holdings, Inc.)*	<b><u>55.25%</u></b>
Kingson U. Sian	5,001,100	n/a	0.048%
Katherine L. Tan	1	n/a	0.00%
Dina D. Inting	2,758	n/a	0.00%
<b>TOTAL</b>	<b><u>68,688,209</u></b>	<b><u>5,610,538,136</u></b>	<b><u>55.30%</u></b>

\*Includes direct and indirect beneficial ownership through Altavision Resources, Inc., Asiagroup Holdings, Inc., Globaland Holdings, Inc., and Le Bristol Holdings, Inc.

2) Does the Annual Report disclose the following:

Key risks	
Corporate objectives	<b>Yes</b>
Financial performance indicators	<b>Yes</b>
Non-financial performance indicators	<b>Yes</b>
Dividend policy	<b>Yes</b>
Details of whistle-blowing policy	
Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	<b>Yes</b>
Training and/or continuing education programme attended by each director/commissioner	<b>Yes</b>
Number of board of directors/commissioners meetings held during the year	<b>No</b>
Attendance details of each director/commissioner in respect of meetings held	<b>No</b>
Details of remuneration of the CEO and each member of the board of directors/commissioners	<b>Yes</b>

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

3) External Auditor's fee

Name of auditor	Audit Fee	Non-audit Fee
Punongbayan & Araullo	Php2,190,000 and Php2,040,000	n/a
	for the last two fiscal years	

4) Medium of Communication

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

**Company Website, Investor Relations, Press Release, Annual Report, Information Statement**

5) Date of release of audited financial report: 14 April 2016 (target date)

6) Company Website

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

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

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

7) Disclosure of RPT

These involve RPT of the Company only and excludes those involving subsidiaries, affiliates, etc. (as per latest Audited FS)

RPT	Relationship	Nature	Value
Dividends earned from shares of stock of subsidiaries	Investor-investee	Dividend income	P3,493,719,788
Lease of glass plant to Anglo-Watsons Glass, Inc.	Parent-subsidiary	Rent income	Php8,000,000

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

**The Company ensures that the transactions are entered on terms comparable to those available from unrelated third parties**

**J. RIGHTS OF STOCKHOLDERS**

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

(a) Quorum

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

<b>Quorum Required</b>	Majority of outstanding capital stock
------------------------	---------------------------------------

(b) System Used to Approve Corporate Acts

Explain the system used to approve corporate acts.

<b>System Used</b>	For matters not requiring stockholder approval, board approval is used
<b>Description</b>	Majority of the directors present in the meeting, provided there is a quorum

(c) Stockholders' Rights

List any Stockholders' Rights concerning Annual/Special Stockholders' Meeting that differ from those laid down in the Corporation Code. – None

<b>Stockholders' Rights under The Corporation Code</b>	<b>Stockholders' Rights <u>not</u> in The Corporation Code</b>
N/A	

Dividends (updated as of December 31, 2015)

<b>Declaration Date</b>	<b>Record Date</b>	<b>Payment Date</b>
<b><u>August 12, 2015</u></b>	<b><u>September 1, 2015</u></b>	<b><u>September 14, 2015</u></b>

(d) **Stockholders' Participation (updated as of December 31, 2015)**

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

<b>2. Measures Adopted</b>	<b>3. Communication Procedure</b>
Allows active participation of stockholders in meetings	Open Forum, Feedback Mechanism in Company Website, Investor Relations Department which handle stockholders' concerns

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

The Company complies with the requirements of the Corporation Code.

5. Does the company observe a minimum of 21 business days for giving out of notices to the AGM where items to be resolved by shareholders are taken up? Yes
  - a. Date of sending out notices: **August 24, 2015**
  - b. Date of the Annual/Special Stockholders' Meeting: **September 15, 2015**

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

Below is a summary of the questions asked and answers given during the open forum.

**Question 1: Good morning. My name is Alfred Reteirer. I have several questions regarding the presentation. First thing, West Side is this now the new name for Bay City?**

**Mr. Sian: Yes, the old name is Bayshore City, we changed name to West Side City which we believe is more appropriate for the location and what we want to do in the place, other than that it is still the same site.**

**Question 2: I have a question regarding Emperador. Actually, I was assuming, this buying more brands, introducing Emperador Deluxe and so on, that the margin will go up, but actually the net margin is going down. Is this temporary or do you see it permanently?**

**Mr. Co: The margin that you are seeing is that when you look at the purely domestic Emperador produced here in the Philippines, our margin is actually up. What you are seeing is a consolidated margin with Whyte & Mackay. The Whyte & Mackay margins are a bit lower so that's why on the blended basis the margin is a little bit lower, but for the Philippine operation, our margin is actually up. We have the highest margin ever, high 30s.**

**Question 3: We have a big net cash position in Emperador which is very positive. What do you intend to do with the money?**

**Mr. Co: Yes, we have very good balance sheet and we intend to keep it that way so we are looking for opportunities out there. If there are opportunities that we can deploy the money, we will do so.**

**Question 4: So there is a chance that you will also go International?**

**Mr. Co: Yes, that's our plan. In fact, with the acquisition of Whyte & Mackay, our Whyte & Mackay products are in the 50 countries nationwide and we are in 300 cities around the world, so we are using that as a platform to pipeline our Emperador coming from the Philippines and also coming from our Spain operation.**

**Question 5: I don't know who is responsible for McDonalds Philippines, but actually, I saw that the margin is very small in Golden Arches compared with Jollibee and other food franchise businesses. It seems to be about half the size. Is it temporary or is this something permanent?**

**Mr. Sian: Well, the margin is also a function of size that's why for the last few years, as you've seen we've been expanding aggressively. In fact, we are slightly delayed. We intend to hit 500 stores by this year but we'll hit that next year, probably, most likely, first half of next year. We're currently at 464 stores, we'll probably end this year with low 480s, but certainly, next year the goal is to hit 500 stores so as we can increase the scale that will obviously help improve the margins. The other thing to note is unlike Jollibee, McDonalds is a franchise so obviously we need to pay additional to our master – the US McDonalds, That makes a difference also in the margin.**

**Question 6: But it will stay around 3.5% more or less?**

**Mr. Sian: Well, as we improve the scale that will help the margin.**

**Question 7: Hi. Good morning sir! My name is Diana Franco. I would like to ask sir, are there any Capital Expenditure plans for this year?**

**Mr. Sian: We have announced starting with Megaworld a 65 billion CAPEX for this year, over the next 3 years from 2015 to 2018. The announcement was over 200 billion pesos of CAPEX so that's in progress so that 65 billion is across all the companies under Megaworld. For Resorts World Manila, around 8 billion. As you've seen, the construction is going full blast. For McDonalds, we've budgeted around 2.7 billion for the entire year. Some of that will probably flow through next year because of some delays in the build out, but, certainly as I said, we intend to hit 500 stores by next year, and then Emperador, 21 billion was put aside for this year.**

**Question 8: How do we plan to fund those CAPEX?**

**Mr. Sian: As you can see we have quite a bit of cash so we will fund it internally and of course, debt market is always an option. But, with the amount of cash we will probably, most likely, fund most of it internally.**

**Question 9: Good morning! I'm Jojit Marzan. Sir, what are the medium to long term growth prospects for property, liquor and gaming industry?**

**Mr. Sian: Well, we have a term that we call in the corporate world, we'd like to future proof our businesses, and I think over the last few years we've done that. If we start off with Megaworld with over 4,300 hectares of land, that's secured. That's one way of future proofing your business. These were all secured with the low cost basis and that allows us to controllably develop over the next 20 years without even adding to the land bank. Obviously, we are opportunistic. If there's a good deal out there, we'll obviously look at it and replenish our land bank. But, with 4,300 hectares, that's good enough for at least 20 years development. For Emperador we've been a dominant player in brandy, and we will continue to be that way for the foreseeable future but without losing sight on our focus on that business. We look at a growth market which is whisky and we took the opportunity to buy a significant asset through Whyte & Mackay. That will give us another drive of growth into the future as well as our investments in Spain that gives us additional legs to stand on including Smirnoff to drive future growth not relying on just a single product. For Travellers, the expansion plans is on the way. We will be a dominant player in the tourism industry, not just in gaming but in the tourism industry in general, owing to the number of hotel rooms that we're building. As stated earlier, at least five thousand rooms will be built by 2020 and that should put us well ahead a lot of groups as a dominant player in this industry. GADC, yes we're second biggest player but we are very focused in growing that business and to the scale that would drive more efficiencies to that business.**

**Question 10: Is there any change in dividend pay-out for AGI?**

**Mr. Sian: I just want to add to my earlier statement that we are focused primarily on consumercentric business, so there'll be no diversion into other businesses, so we're quite focused on growing those businesses. On dividend policies, there is no change. We have kept our dividend policy since 2000, and we will continue to do the same.**

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

8. Resolution	9. Approving	10. Dissenting	11. Abstaining
Approval of the Minutes of the Annual Meeting of Stockholders held on 17 September 2013	All Stockholders	N/A	N/A
Appointment of Independent Auditors	All Stockholders	N/A	N/A
Ratification of Acts of the Board of Directors, Board Committees, and Officers	All Stockholders	N/A	N/A
Election of Directors	All Stockholders	N/A	N/A

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

September 15, 2015

(e) Modifications

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

Modifications	Reason for Modification
N/A	

(f) Stockholders' Attendance **(updated as of December 31, 2015)**

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

Type of Meeting	Names of Board members / Officers present	Date of Meeting	Voting Procedure (by poll, show of hands, etc.)	% of SH Attending in Person	% of SH in Proxy	Total % of SH attendance
Annual	1. Andrew L. Tan 2. Sergio R. Ortiz-Luis, Jr. 3. Winston S. Co 4. Kingson U. Sian 5. Katherine L. Tan 6. Alejo L. Villanueva, Jr. 7. Kevin Andrew L. Tan 8. Dina Inting 9. Dominic V. Isberto 10. Rolando D. Siatela	<b><u>15 September 2015</u></b>	Show of hands	<b><u>0.67%</u></b>	<b><u>83.64%</u></b>	<b><u>84.31%</u></b>
N/A						

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

Yes, the Company's stock and transfer agent.

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

Yes.

(g) Proxy Voting Policies

The Company does not solicit proxies and does not require a proxy.

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

	Company's Policies
Execution and acceptance of proxies	Must be signed by authorized signatory of the stockholder with accompanying resolutions designating the proxy/representative
Notary	Not required
Submission of Proxy	Must be submitted at least 10 days before the scheduled meeting
Several Proxies	Allowed
Validity of Proxy	Appointments shall not exceed 5 years from date of grant and may be revoked by the stockholder at any time before the right granted is exercised.
Proxies executed abroad	Allowed
Invalidated Proxy	Share/s shall not be counted for quorum
Validation of Proxy	At least 10 days before scheduled meeting
Violation of Proxy	Vote/s shall not be counted

(h) Sending of Notices

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

The Company complies with the procedure provided in the Corporation Code and the Securities Regulation Code.

Policies	Procedure
see above	

(i) **Definitive Information Statements and Management Report (updated as of December 31, 2015)**

<b>Number of Stockholders entitled to receive Definitive Information Statements and Management Report and Other Materials</b>	<b><u>1,218 Stockholders</u></b>
<b>Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by market participants/certain beneficial owners</b>	<b><u>August 24, 2015</u></b>
<b>Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by stockholders</b>	<b><u>August 24, 2015</u></b>
<b>State whether CD format or hard copies were distributed</b>	CD Format
<b>If yes, indicate whether requesting stockholders were provided hard copies</b>	Yes

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

Each resolution to be taken up deals with only one item.	Yes
Profiles of directors (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) nominated for election/re-election.	Yes
The auditors to be appointed or re-appointed.	Yes
An explanation of the dividend policy, if any dividend is to be declared.	Yes
The amount payable for final dividends.	Yes
Documents required for proxy vote.	Yes

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

2) Treatment of Minority Stockholders

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

Policies	Implementation
Transparency	Publication of Notice, Agenda and information statement for meeting
Accessibility of the Company	Investor Relations group and feedback portion in Company website

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



**K. INVESTORS RELATIONS PROGRAM**

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

Internal and external communications policies and major company announcements are reviewed by the Corporate Information Officer and the Corporate Secretary, and if necessary, with the President and/or the CEO.

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

	Details
(1) Objectives	To keep stockholders informed of important developments in the Company
(2) Principles	Transparency and accessibility to investors
(3) Modes of Communications	Press Releases; Company Website; Investor Presentations; Quarterly Teleconferences with Investors
(4) Investors Relations Officer	Kenneth V. Nerecina, Tel No. 9088130, Fax. No. 8366001, kvnerecina@allianceglobalinc.com

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

The Company takes guidance from the applicable law, the rules and regulations of the Securities and Exchange Commission and the Philippine Stock Exchange with respect to the approval, pricing and disclosure of acquisitions of corporate control in the capital markets and extraordinary transactions. Acquisitions and other extraordinary transactions are approved by the Board using its sound discretion taking into consideration the best interest of the Company.

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

None for 2015. The Company may engage an independent appraiser as the need arises.

**L. CORPORATE SOCIAL RESPONSIBILITY INITIATIVES**

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

These activities are undertaken directly at the subsidiary and associate level. Some of the Company’s directors and officers may render some form of community service or social responsibility activity in connection with the activities of the respective subsidiaries and affiliates that they handle.

Initiative	Beneficiary
See above	

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

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

	Process	Criteria
<b>Board of Directors</b>	None	
<b>Board Committees</b>	None	

<b>Individual Directors</b>	Attendance at meetings	Minimum attendance required under Manual of Corporate Governance
<b>CEO/President</b>	None	

**N. INTERNAL BREACHES AND SANCTIONS**

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

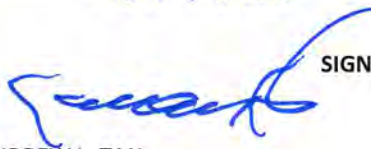
The Company substantially complied with its Manual of Corporate Governance and did not materially deviate from its provisions.

No sanctions have been imposed on any director, officer or employee on account of non-compliance.

<b>Violations</b>	<b>Sanctions</b>
N/A	

Pursuant to the requirement of the Securities and Exchange Commission, this Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of MAKATI CITY on APR 13 2016, 20  .

**SIGNATURES**



ANDREW L. TAN

Chairman of the Board and Chief Executive Officer ✓



SERGIO R. ORTIZ LUIS, JR.

Independent Director ✓



ALEJO L. VILLANUEVA, JR.

Independent Director ✓



DINA INTING

Compliance Officer ✓

APR 13 2016

**SUBSCRIBED AND SWORN** to before me this \_\_\_\_\_ day of \_\_\_\_\_, affiant(s) exhibiting to me their Passport/SSS/TIN Nos., as follows:

NAME	PASSPORT/SSS/TIN NO.	DATE OF ISSUE	PLACE OF ISSUE
Andrew L. Tan	EC1087269	May 14, 2014 to 2019	Manila
Sergio R. Ortiz-Luis, Jr.	TIN NO. 107-846-762		
Alejo L. Villanueva, Jr.	SSS No. 03-0714112-5		
Dina Inting	SSS No. 03-5204775-3		

Doc No. 294;  
 Page No. 60;  
 Book No. 211;  
 Series of 2016.

**ATTY. VIRGILIO R. DATALLA**  
 NOTARY PUBLIC FOR MAKATI CITY  
 APPOINTMENT NO. 1032  
 UNTIL 01/01/2016  
 REG. NO. 10248348  
 MCLE COMPLIANCE NO. IV-0016333/4-10-2013  
 I.P.R. No. 706762-LIFETIME MEMBER JAN. 23, 2007  
 I.P.T. No. 552-35-05- JAN 04, 2016 MAKATI CITY  
 EXECUTIVE BLDG. CENTER  
 MAKATI AVE., COR., JUPITER

**NOTARY PUBLIC**

# COVER SHEET

SEC Registration Number

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**COMPANY NAME**

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**PRINCIPAL OFFICE** (No./Street/Barangay/City/Town)Province)

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B	A	G	U	M	B	A	Y	A	N	,		Q	U	E	Z	O	N		C	I	T	Y						
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Form Type

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Department requiring the report

S	E	C
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Secondary License Type, If Applicable

Certificate of Permit to Offer Securities for Sale
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**COMPANY INFORMATION**

<p>Company's Email Address</p> <p style="text-align: center;">intingdin@gmail.com</p>	<p>Company's Telephone Number/s</p> <p style="text-align: center;">709-2038 to 41</p>	<p>Mobile Number</p>
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<p>No. of Stockholders</p> <p style="text-align: center;">1,297</p>	<p>Annual Meeting Month/Day</p> <p style="text-align: center;">SEPTEMBER 3RD TUESDAY</p>	<p>Fiscal Year Month/Day</p> <p style="text-align: center;">DECEMBER 31</p>
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**CONTACT PERSON INFORMATION**

The designated contact person **MUST** be an Officer of the Corporation

<p>Name of Contact Person</p> <p style="text-align: center;">DINA INTING</p>	<p>Email Address</p> <p style="text-align: center;">intingdin@gmail.com</p>	<p>Telephone Number/s</p> <p style="text-align: center;">709-2038 to 41</p>	<p>Mobile Number</p>
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Contact Person's Address

<p>7th Floor, 1880 Eastwood Avenue, Eastwood City Cyberpark, 188 E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City</p>
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Note 1: In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.

Note 2: All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.

**SECURITIES AND EXCHANGE COMMISSION**

**SEC FORM 17-Q**

**QUARTERLY REPORT PURSUANT TO SECTION 17 OF THE SECURITIES  
REGULATION CODE AND SRC RULE 17(2)(b) THEREUNDER**

1. *For the quarterly period ended* **June 30, 2016**
2. *SEC Identification Number* **AS093-7946**
3. *BIR Tax Identification No.* **003-831-302-000**
4. *Exact name of issuer as specified in its charter* **ALLIANCE GLOBAL GROUP, INC.**
5. **METRO MANILA, PHILIPPINES**  
*Province, country or other jurisdiction of incorporation or organization*
6. *(SEC Use Only)*  
*Industry classification code*
7. **7<sup>th</sup>Floor, 1880 Eastwood Avenue, EastwoodCity CyberPark  
188 E. Rodriguez Jr. Ave., Bagumbayan, 1110 Quezon City**  
*Address of principal office*
8. **(632) 70920-38 to -41**  
*Registrant's telephone number, including area code*
9. *Securities registered pursuant to Sections 8 and 12 of the SRC, or secs. 4 and 8 of the RSA*

<i>Title of Each Class</i>	<i>Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding</i>
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<b>Common</b>	<b>10,269,827,979</b>
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10. *Are any or all of these securities listed on a Stock Exchange?* **Yes, on the Philippine Stock Exchange.**
11. (a) *AGI has filed all reports required to be filed by Section 17 of the SRC and SRC Rule 17 thereunder or Section 11 of the RSA and RSA Rule 11(a)-1 thereunder, and Sections 26 and 141 of The Corporation Code of the Philippines during the preceding twelve (12) months.*  
  
(b) *AGI has been subject to such filing requirements for the past ninety (90) days.*

## PART I – FINANCIAL INFORMATION

### 1. FINANCIAL STATEMENTS

Consolidated Statements of Financial Position  
Consolidated Statements of Comprehensive Income  
Consolidated Statements of Changes in Equity  
Consolidated Statements of Cash Flows  
Notes to Interim Consolidated Financial Statements  
Schedule of Financial Soundness Indicators  
Aging Schedule of Trade and Other Receivables Under Current Assets

The interim consolidated financial statements (ICFS) have been prepared in accordance with the Philippine Financial Reporting Standards (PFRS) and Philippine Accounting Standard 34, *Interim Financial Reporting*. As such, they do not include all of the information and disclosures required for full annual consolidated financial statements, and thus should be read in conjunction with the audited consolidated financial statements of the Group as at and for the year ended December 31, 2015 (ACFS). The accounting policies and methods used in the ICFS are consistent with those applied in ACFS, except for changes brought about by the adoption of new standards that become effective on January 1, 2016 (see Note 2 to the ICFS).

Accounting estimates, assumptions and judgments are used in preparing these statements; and while these are believed to be reasonable under the circumstances, actual results may ultimately differ from such estimates (see Note 2).

The ICFS comprise the financial statements of the Company and its subsidiaries, after elimination of material intercompany transactions. In addition, shares of stock of the Company acquired by any of these subsidiaries are recognized as treasury shares and these are presented at cost as a deduction in the consolidated statements of changes in equity. Any changes in their market values as recognized separately by the subsidiaries are likewise eliminated in full. Gain or loss on the sale of these treasury shares is presented as addition to or deduction from additional paid-in capital (APIC).

#### *Business Segments*

The Group is organized into four major business segments, which aptly correspond to its operating subsidiaries, namely Megaworld, Emperador, Travellers or RWM, and GADC, which in turn represent the main products and services provided by the Group and the lines of business in which the Group operates, i.e. real estate development and leasing, manufacture and distribution of distilled spirits, tourism-entertainment and gaming, and quick-service restaurants operations (see Note 4).

Please refer to Note 1 to the ICFS and ACFS for a comprehensive list of subsidiaries, associates and joint ventures.

## 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF INTERIM FINANCIAL CONDITION AND RESULTS OF OPERATIONS

### Key Performance Indicators

Presented below are the top five (5) key performance indicators:

*In Million Pesos*

	Jan - Jun 2016	Jan - Jun 2015	Quarter 2 2016	Quarter 2 2015	Quarter 1 2016	Quarter 1 2015
<b>Revenues</b>	<b>67,074</b>	<b>65,420</b>	<b>33,994</b>	<b>33,108</b>	<b>33,080</b>	<b>32,312</b>
<b>Net profit</b>	<b>11,344</b>	<b>11,480</b>	<b>6,075</b>	<b>5,904</b>	<b>5,269</b>	<b>5,576</b>
<b>Net profit to Owners of AGI</b>	<b>7,285</b>	<b>7,507</b>	<b>3,946</b>	<b>4,031</b>	<b>3,339</b>	<b>3,476</b>
Revenue growth	2.53%	9.75%	2.68%	16.67%	2.38%	3.45%
Net profit growth	-1.19%	0.92%	2.90%	15.27%	-5.51%	10.84%
NP Attributable to parent growth	-2.95%	0.22%	-2.11%	13.63%	-3.94%	11.84%
Net profit rate	16.91%	17.55%	17.87%	17.83%	15.93%	17.26%
NP Attributable to parent	10.86%	11.47%	11.61%	12.17%	10.09%	10.76%
Return on investment/assets [NP/TA]	2.46%	2.91%				
	<u>30-Jun-16</u>	<u>31-Dec-15</u>	<u>Growth</u>			
TOTAL ASSETS	460,469	448,725	2.62%			
CURRENT ASSETS	216,971	225,720	-5.64%			
CURRENT LIABILITIES	92,313	89,733	2.87%			
Current ratio	2.35x	2.52x				
Quick ratio	1.18x	1.40x				

- Revenue growth – measures the percentage change in sales/revenues over a designated period of time. Performance is measured both in terms of amount and volume, where applicable.
- Net profit growth – measures the percentage change in net profit over a designated period of time
- Net profit rate– computed as percentage of net profit to revenues - measures the operating efficiency and success of maintaining satisfactory control of costs
- Return on investment [or capital employed] – the ratio of net profit to total assets - measures the degree of efficiency in the use of resources to generate net income
- Current ratio – computed as current assets divided by current liabilities – measures the ability of the business to meet its current obligations. To measure immediate liquidity, quick assets [cash, marketable securities, accounts receivables] is divided by current liabilities.

*Results of Operations – First Six Months*

By Subsidiary groups:

*In Million Pesos*

<b>2016</b>	MEG	EMP	RWM	GADC	Others	TOTAL
<b>Revenues</b>	23,027	18,358	13,838	10,883	1453	<b>67,559</b>
Intercompany/ Adjustment	-53	-18	0	0	-414	
<b>Consolidated</b>	<b>22,974</b>	<b>18,340</b>	<b>13,838</b>	<b>10,883</b>	<b>1,039</b>	<b>67,074</b>
<i>% contribution</i>	<i>34.25%</i>	<i>27.34%</i>	<i>20.63%</i>	<i>16.23%</i>	<i>1.55%</i>	<i>100.00%</i>
<b>Costs and expenses</b>	15,205	14,321	11,815	10,191	1400	<b>52,932</b>
Intercompany/ Adjustment	-29	0	0	0	-22	
<b>Consolidated</b>	<b>15,176</b>	<b>14,321</b>	<b>11,815</b>	<b>10,191</b>	<b>1,378</b>	<b>52,881</b>
<b>Net profit</b>	6,025	3,439	1,797	497	20	<b>11,778</b>
Intercompany/ Adjustment	-24	-18	0	0	-392	
<b>Consolidated</b>	<b>6,001</b>	<b>3,421</b>	<b>1,797</b>	<b>497</b>	<b>-372</b>	<b>11,344</b>
<i>% contribution</i>	<i>52.90%</i>	<i>30.16%</i>	<i>15.84%</i>	<i>4.38%</i>	<i>-3.28%</i>	<i>100.00%</i>
<b>Net profit to owners</b>	<b>5,814</b>	<b>3,439</b>	<b>1,799</b>	<b>494</b>	<b>19</b>	<b>11,566</b>
Intercompany/ Adjustment	-1,910	-654	-1,002	-252	-462	
<b>Consolidated</b>	<b>3,904</b>	<b>2,785</b>	<b>797</b>	<b>242</b>	<b>-443</b>	<b>7,285</b>
<i>% contribution</i>	<i>53.59%</i>	<i>38.23%</i>	<i>10.94%</i>	<i>3.32%</i>	<i>-6.08%</i>	<i>100.00%</i>
<b>2015</b>	MEG	EMP	RWM	GADC	Others	TOTAL
<b>Revenues</b>	21,998	18,322	14,234	9,644	1,961	<b>66,159</b>
Intercompany/ Adjustment	-24	0	0	0	-715	
<b>Consolidated</b>	<b>21,974</b>	<b>18,322</b>	<b>14,234</b>	<b>9,644</b>	<b>1,246</b>	<b>65,420</b>
<i>% contribution</i>	<i>33.59%</i>	<i>28.01%</i>	<i>21.76%</i>	<i>14.74%</i>	<i>1.90%</i>	<i>100.00%</i>
<b>Costs and expenses</b>	14,919	14,136	11,826	9,194	1,167	<b>51,241</b>
Intercompany/ Adjustment	-11	0	0	0	-59	
<b>Consolidated</b>	<b>14,908</b>	<b>14,136</b>	<b>11,826</b>	<b>9,194</b>	<b>1,108</b>	<b>51,172</b>
<b>Net profit</b>	5,429	3,261	2,364	324	771	<b>12,149</b>
Intercompany/ Adjustment	-12	0	0	0	-657	
<b>Consolidated</b>	<b>5,417</b>	<b>3,261</b>	<b>2,364</b>	<b>324</b>	<b>114</b>	<b>11,480</b>
<i>% contribution</i>	<i>47.18%</i>	<i>28.40%</i>	<i>20.59%</i>	<i>2.82%</i>	<i>1.01%</i>	<i>100.00%</i>
<b>Net profit to owners</b>	<b>5,260</b>	<b>3,261</b>	<b>2,367</b>	<b>321</b>	<b>771</b>	<b>11,980</b>
Intercompany/ Adjustment	-1,731	-605	-1,318	-164	-655	
<b>Consolidated</b>	<b>3,529</b>	<b>2,656</b>	<b>1,049</b>	<b>157</b>	<b>116</b>	<b>7,507</b>
<i>% contribution</i>	<i>47.01%</i>	<i>35.39%</i>	<i>13.98%</i>	<i>2.10%</i>	<i>1.52%</i>	<i>100.00%</i>
<b>Year-on-year Change</b>	MEG	EMP	RWM	GADC	Others	TOTAL
Revenues	4.55%	0.10%	-2.78%	12.85%	-16.61%	2.53%
Costs and expenses	1.80%	1.31%	-0.10%	10.85%	24.36%	3.34%
Net profit	10.79%	4.91%	-23.98%	53.51%	-424.6%	-1.19%
Net profit to owners	10.66%	4.83%	-24.02%	54.80%	-485.97%	-2.95%

-At AGI consolidated level, revenues and costs and expenses may not tally the totals as separately reported by subsidiaries as there may be items reclassified from/to revenues to/from costs at AGI consolidated level. Percentages are taken based on full numbers, not from the presented rounded amounts.

-RWM revenues are presented gross of promotional allowance, which is then included under costs and expenses.



Profit and loss accounts:

<i>In Million Pesos</i>	2016	2015	Growth
<b>REVENUES</b>			
Sale of goods	34,910	35,019	-0.31%
Consumer goods	18,454	18,660	-1.10%
Revenues from real estate (RE) sales	16,456	16,359	0.59%
RE sales	13,433	13,427	0.04%
Realized gross profit on RE sales	2,072	2,033	1.92%
Interest income on RE sales	951	899	5.78%
Rendering of services	30,154	28,435	6.05%
Gaming	11,807	12,509	-5.61%
Sales by company-operated quick-service restaurant	9,809	8,729	12.37%
Franchise revenues	998	881	13.28%
Rental income	5,086	4,429	14.83%
Other services	2,454	1,887	30.05%
Hotel operations	1,832	1,527	19.97%
Other services	622	360	72.78%
Share in net profits of associates and joint ventures	99	152	-34.87%
Finance and other income	1,911	1,814	5.35%
<b>TOTAL</b>	<b>67,074</b>	<b>65,420</b>	<b>2.53%</b>
<b>COSTS AND EXPENSES</b>			
Cost of goods sold	22,463	22,425	0.17%
Consumer goods sold	12,115	12,282	-1.36%
RE sales	7,625	7,515	1.46%
Deferred gross profit on RE sales	2,723	2,628	3.61%
Cost of services	15,157	14,753	2.74%
Gaming-license fees, promo allowances	5,342	5,903	-9.50%
Services	9,815	8,850	10.90%
Other operating expenses	12,929	11,393	13.48%
Selling and marketing	5,663	4,747	19.30%
General and administrative	7,266	6,646	9.33%
Finance costs and other charges	2,331	2,600	-10.35%
<b>TOTAL</b>	<b>52,881</b>	<b>51,172</b>	<b>3.34%</b>
<b>TAX EXPENSE</b>	<b>2,849</b>	<b>2,768</b>	<b>2.90%</b>

**The Group** turned over P67.07 billion revenues in the first half of the year, up 2.5% year-on-year, and net profited P11.34 billion of which P7.28 billion was attributable to owners. Business escalated in second quarter with net profit climbing 15.3% quarter-on-quarter and 2.9% year-on-year as revenues expanded 2.8% quarter-on-quarter and 2.7% year-on-year.

All businesses showed positive profitable results and contributions in the interim periods, despite the challenges hurdled by the gaming business.

**Megaworld**, the leading developer of integrated urban townships and the largest lessor of office spaces, ended the first half of the year with P6.03 net profit which was 11.0% higher year-on-year with P5.81 billion attributable to owners. Its second quarter net profit jumped 28.7% quarter-on-quarter. Megaworld's sustained earnings growth continues to be driven by its aggressive focus on township developments not only in Metro Manila but also in the provinces where it is mapping out the so-called 'Visayas BPO Triangle' in the key cities of Iloilo, Cebu and Bacolod where it is poised to benefit from the current thrust of the

government to grow the countryside. Revenues, which include Global-Estate Resorts, Inc. (GERI), Empire East Land Holdings, Inc. (Empire East) and Suntrust Properties, Inc. (Suntrust), amounted to P23.03 billion, up 4.6% from a year ago. Real estate sales across the 21 integrated townships, high-rise and horizontal projects were maintained at P13.43 billion, the same level as last year, and got boosted by rental revenues from office, malls and commercial center spaces which soared 15.0% year-on-year to P4.84 billion and hotel operations which surged 64.7% year-on-year to P590 million. The Megaworld-GERI-Empire East-Suntrust brands shared 57-16-17-10 of real estate sales. About 24% of real estate sales were from Fort Bonifacio projects, 48% from other Metro Manila projects, 17% from Luzon outside Metro Manila and 11% from Visayas. These operating results brought in 34% and 53% to AGI's consolidated revenues and net profit, respectively.

**Emperador** marked the first half with a significant milestone as it takes over the largest and oldest brandy producer in Spain - the 286-year old Bodegas Fundador - at end-February, fortifying Emperador as the largest brandy company in the world. The acquisition bolstered EMP's brandy business and sherry wine business in Spain and United Kingdom, adding four iconic brands to the Group's portfolio – 'Fundador Brandy de Jerez', the first Spanish brandy to be marketed; 'Terry Centenario', the largest brandy in Spain; 'Tres Cepas', a market leader in Equatorial Guinea; and 'Harveys', the number 1 selling sherry wine in the world and the leader in UK where it holds the distinction of being the only sherry wine that can be served to the Queen in Buckingham Palace. EMP grew net profit 5.5% to P3.4 billion in the first half and up 9.4% to P2.0 billion in the second quarter, which accelerated 44.8% quarter-on-quarter, on cost efficiencies and Bodegas Fundador's four-month earnings. Revenues were maintained at same levels as last year, as own labels, new products and new territories compensated for an agency product dropped for distribution. The brandy business, i.e. Emperador ex-WMG, turned over revenues higher by 14.2% in the first half and by 9.8% in the second quarter, year-on-year, which was attributed to new Spanish brandy and sherry products plus new local products Andy Player whisky and ready-to-drink Smirnoff Mule, which began selling in October and April last year, respectively. The Russian Standard Vodka distributorship which was terminated at end-2015 impacted this year's revenues from the Scotch whisky business, yet the impact was softened by Own Label products which sold ahead of last year, especially in USA, Asia and Europe, so that WMG revenues in the second quarter improved by 20.7% quarter-on-quarter. Gross profit margins in the interim periods improved to 35% year-to-date and 39% for second quarter, slightly better by 46basis points and 155basis points year-on-year, respectively. For the first half of the year, Emperador group accounted for 27% and 30% of AGI's consolidated revenues and net profit.

**Travellers**, the owner and operator of Resorts World Manila (RWM), for the first half of the year reported net profit of P1.80 billion on gross revenues of P13.84 billion, with earnings before interest, taxes, depreciation and amortization (EBITDA) of P2.99 billion. For the second quarter, gross revenues were up 8.8% year-on-year to P7.2 billion with an EBITDA of P1.6 billion, resulting in a net profit of P638 million which was up 3.1% year-on-year. Gross gaming revenues ended the second quarter at P6.2 billion, a 9% improvement year-on-year, attributed to increased volumes across all segments and an improved win rate. Meanwhile, non-gaming businesses, which include hotel, F&B, and other revenues, posted 7% increase ending the quarter at P920 million. Total room count for the three hotels (Maxims Hotel, Remington Hotel, and Marriott Hotel Manila) remains at 1,226 with occupancy rate still strong at 87%. The Marriott Grand Ballroom, which houses the largest ballroom in the country, generated P93 million worth of revenues or a 50% growth year-on-year. Direct costs year-to-date contracted slightly with 41.8% decrease in promotional allowance in the second quarter. Other operating costs increased due to higher marketing and promotions and

depreciation. The group contributed 21% and 16% to AGI's year-to-date consolidated revenues and net profit, respectively.

**GADC's** net profit surged 53.51% to P497 million from P324 million a year ago as revenues climbed 12.85% to P10.88 billion. Quarterly net profit escalated 60.45% with revenues expanding 7.45% quarter-on-quarter. This is achieved from the opening of 37 new restaurants (16 company-owned, 18 franchised, 3 joint venture), reimagining of 27 existing restaurants, expansion of business extensions (delivery service, drive-thru, dessert centers, midnight hours and breakfast daypart), the introduction of new products (Chicken Fillet ala King, Cheesy Eggdesal, Mushroom Soup); Limited Time Offers Products (Smoky Cheeseburger, Fries with Ditp, McGriddles, Shake Shake Fries, Dessert campaigns), and aggressive advertising and promotional campaigns to support Extra Value Meals (Chicken McDo, Coke glass), Everyday McSavers (float, sundae, fries, sides, Burger McDo), McSaver Meals, Desserts and Breakfast. The new and improved Burger McDo was introduced on May 27, 2016. Chicken McDo is the top selling product. The new restaurants contributed about 5% to total system sales while business extensions comprise 24% of the total. Drive-thru is the extension which has the biggest contribution of 12% of total revenues. There were 494 restaurants operating by the end of the interim period, as compared to 464 restaurants a year ago. Systemwide same-store sales grew by 10% year-on-year. Price increases were also strategically implemented in order to mitigate the impact of increase in cost of raw materials and to maintain the level of product quality. Cost of sales and services went up by 10%, primarily due to cost of inventory which increased by 9.7% brought about by increase in sales volume, higher prices of imported raw materials and the shift in product mix. These operating results translated into 16% and 4% of the consolidated revenues and net profit of AGI and subsidiaries.

**Revenues** for the first half expanded 2.5% year-on-year due to 6.0% growth in service revenues. Rendering of services (gaming, hotel, quick-service restaurants, rentals, cinemas) grew 6.0% from GADC's quick-service restaurant sales which escalated 12.4% and Megaworld's rental income which jumped 15.0%. Sale of goods (real estate, alcoholic beverages and snack products) were at same level as last year. Pik-Nik sales rose 22.0%.

**Costs and expenses** increased by 3.3% year-on-year. Cost of goods sold, which is a function of sales, was maintained at same level as last year. Cost of services went up 2.7% due to higher restaurant sales and brisk hotel and rental operations. Other operating expenses rose 13.5% primarily due to higher general marketing expenditures and depreciation at RWM, and salaries and benefits of MEG employees.

**Finance and other income** were up 5.4% this year because of unrealized foreign currency gains of Travellers, Megaworld and Emperador. **Finance costs and other charges** were down 10.4% due to lower interest expense by Travellers and Megaworld as well as appreciation of Philippine peso against the US dollar which reversed last year's forex losses to forex gains this year for Travellers and Megaworld.

**Income tax** increased slightly by 2.9% this year as compared to a year ago, which is attributed to higher taxes for Megaworld and Travellers this year.

**Earnings before interest, taxes, depreciation and amortizations (EBITDA)**, computed as net profit before share in net profits of associates and joint ventures, income taxes, interest expense, depreciation, amortizations and impairment provisions, amounted to P19 billion for both comparable interim periods.

The Group had executed well in the first six months in spite of the external hurdles.

### *Financial Condition*

Consolidated total assets amounted to P460.47 billion at end of the interim period from P448.72 billion at beginning of year. The Group is strongly liquid with current assets exceeding current liabilities 2.35times. Current assets amounted to P216.97 billion while current liabilities amounted to P92.31 billion at end of the interim period.

Cash and cash equivalents dipped by P11.06 billion or 16.1% to end at P57.53 billion from P68.59 billion at the beginning of the year, primarily due to cash outlaid in the completion of Emperador's acquisition of assets of Bodegas Fundador and the capital expenditures and business expansion of RWM, Megaworld and GADC. Cash flows from operating, financing and investing activities during the period were presented in the interim consolidated statements of cash flows.

Financial assets at FVTPL contracted 72.9% or P5.88 billion due to investments sold during the interim period in order to get fresh funds.

Current trade and other receivables inched 1.1% or P512 million due to higher sales in second quarter. Non-current trade and other receivables climbed 12.0% or P3.95 billion from real estate customers.

Inventories expanded 7.3% or P5.75 billion from the maturing inventories of Spanish brandy and Scotch whisky and the condominium units for sale.

Other current assets increased 21.4% or P1.41 billion from Megaworld's input vat and prepayments, and Emperador's creditable withholding taxes as well as timing of prepayments and subsequent charging to profit or loss in general.

Available-for-sale financial assets dwindled 73.9% or P1.62 billion from securities sold to get fresh funds.

Land for future development were reduced by 5.8% or P1.04 billion due to reclassification of land to newly-started real estate developments.

Property, plant and equipment swelled 14.0% or P9.29 billion primarily from the assets of the acquired Spanish business unit which include vineyards and buildings; massive constructions at RWM which will add three new hotels and new wing expansion; new hotel buildings of Megaworld; and construction of a meat plant for GADC. The Marriott West Wing in RWM is expected to be completed by the fourth quarter of this year while the three hotels, Hilton Manila, Sheraton Manila Hotel, and Maxims II, will be completed by 2018. It will also include an additional gaming area, new retail spaces and six basement parking decks.

Investment property increased 10.0% or P4.83 billion as more property for lease gets completed.

Intangible assets ballooned 26.9% or P7.94 billion from the acquired Spanish trademarks and the goodwill resulting in the business unit acquisition.

Other non-current assets dropped 27.7% or P2.73 billion when the P2.85 billion deposit paid last year was applied to the purchase price at completion of Bodegas Fundador's acquisition in February 2016.

Interest bearing loans, both current and non-current included, increased 5.5% or P3.20 billion due to the loan obtained by Travellers for working capital.

Income tax payable shrank 31.8% or P200 million due to timing of payment as the annual local taxes are to be settled in April.

Other current liabilities rose 5.5% or P1.19 billion as Megaworld's business activities intensified which were reflected in higher reserve for property development, deferred income on real estate sales and customer deposits.

Advances from related parties deescalated 5.5% or P82 million due to payments made by Megaworld during the interim period.

Retirement benefit obligation escalated 38.2% or P712 million primarily from additions booked by WMG.

The changes in equity components are presented in detail in the consolidated statements of changes in equity. The equity attributable to owners of AGI increased 5.1% or P6.97 billion primarily from net profit share for the interim period and marked-to-market gains on available-for-sale financial assets, which were partly offset by actuarial and translation losses during the interim period. The equity to non-controlling interest increased by 1.79% from net profit share for the interim period.

#### *Liquidity and Capital Resources*

The consolidated balance sheet showed strong liquidity with current assets exceeding current liabilities 2.3times. Total-liabilities-to-equity ratio is at 0.9:1. Assets exceeded liabilities 2.1times, and equity 1.9times.

In general, working capital was sourced internally from operations during the period. The Group may also from time to time seek other sources of funding, if necessary, which may include debt or equity financings, depending on its financing requirement and market conditions.

<i>Amounts in Million Pesos</i>	30-Jun-16	31-Dec-15
Cash and equivalents	57,532	68,594
FVTPL/AFS financial assets	2,759	10,260
Total Available	60,291	78,854
Interest-bearing debt –current	31,089	28,705
Interest-bearing debt- noncurrent	84,284	83,791
Equity-linked securities- noncurrent*	5,261	5,259
Total Debt	120,634	117,755
Net cash (debt)	(60,343)	(38,901)
Available Cash and financial assets to interest-bearing debt	50%	67%
Interest-bearing debt to total equity	50%	51%

\*Presented under Other Non-current liabilities

*Prospects for the future*

AGI has a proven track record of creating value over time and is confident in its ability to deliver sustainable profitable growth and value for its stakeholders. AGI remains vigilant on delivering its business goals and intends to continue to adopt prudent measures to ensure financial sustainability. It is always on the lookout for new opportunities that will enhance the overall profitability of the group while maintaining established markets.

Emperador is looking into an exciting future with its much bigger product portfolio of brandy and whisky that have greater global reach. The group is best positioned to capitalize on premiumization opportunities. The completion of the purchase of the largest brandy and sherry business in Spain in February 2016 marks the birth of the world's biggest brandy company, and a new era begins not only for Emperador and Fundador but for whole brandy and sherry industry in Spain.

Megaworld has a strong roster of townships nationwide that are backed by adequate landbanking and carefully-thought masterplans. Its rental business had been growing exponentially. The government's thrust to expand in the countryside is parallel with Megaworld's direction in expanding developments outside Metro Manila.

Travellers sees a lot of potential for further growth in spite of increased competition and challenges in the general gaming industry. With year-over-year growth in key tourism indicators and ongoing infrastructure developments, Travellers anticipates the local integrated resort industry to continue to grow. Expansion projects at RWM are in full swing, with target completion in second half of 2016 and towards 2018. With the Marriott Grand Ballroom fully operational, the MICE market becomes a key differentiator.

GADC targets to open its 500<sup>th</sup> store this year and is consistently bringing out innovations to delight customers.

In 2016, all the business segments are expected to sustain their growth trajectory in line with targets and will continue to strengthen their footprints in their fields.

*Others*

There were no known material events subsequent to the end of the interim period that would have a material impact in the interim period.

There are no other known trends or demands, commitments, events or uncertainties that will result in or that are reasonably likely to result in the Company's liquidity increasing or decreasing in any material way. The Company does not have nor anticipate having any cash flow or liquidity problems within the year. AGI and its subsidiaries are not in default or breach of any note, loan, lease or other indebtedness or financing arrangement requiring it to make payments.

There are no other known events that will trigger direct or contingent financial obligation that is currently considered material to the Company, including any default or acceleration of an obligation. There are no other material off-balance sheet transactions, arrangements, obligations, and other relationships with unconsolidated entities or other persons created during the reporting period.

There are no other known trends, events or uncertainties that have had or that are reasonably expected to have a material favorable or unfavorable impact on net sales or revenues or income from continuing operations. There are also no known events that will cause material change in the relationship between costs and revenues.

There are no other significant elements of income or loss that did not arise from continuing operations.

There were no other material issuances, repurchases or repayments of debt and equity securities.

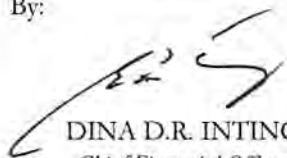
The business has no seasonal aspects that had a material effect on the financial condition and results of operations of the Group.

**SIGNATURE**

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

**Alliance Global Group, Inc.**  
*Issuer*

By:



DINA D.R. INTING  
*Chief Financial Officer/  
Corporate Information Officer/  
Principal Accounting Officer*  
August 12, 2016



**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**SCHEDULE OF FINANCIAL SOUNDNESS INDICATORS**  
**June 30, 2016**

	6/30/16	3/31/16	12/31/15
Current ratio	2.35	2.47	2.52
Quick ratio	1.18	1.25	1.40
Liabilities-to-equity ratio	0.92	0.9	0.94
Interest-bearing debt to total capitalization ratio	0.46	0.43	0.46
Asset -to-equity ratio	1.92	1.90	1.94
			6/30/15
Interest rate coverage ratio	734%	673%	701%
Net profit margin	16.91%	15.93%	17.55%
Return on assets	2.46%	1.17%	2.91%
Return on equity/investment	4.73%	2.21%	5.07%
Return on equity/investment of owners	5.06%	3.70%	5.67%

LIQUIDITY RATIOS measure the business' ability to pay short-term debt.

Current ratio - computed as current assets divided by current liabilities

Quick ratio - computed a cash, marketable securities, accounts receivable divided by current liabilities.

SOLVENCY RATIOS measure the business' ability to pay all debts, particularly long-term debt.

Liabilities-to-equity ratio - computed as total liabilities divided by stockholders'equity.

Interest-bearing debt to total capitalization ratio - computed as interest-bearing debt divided by interest-bearing debt + stockholder's equity attributable to controlling interest

ASSET-TO-EQUITY RATIOS measure financial leverage and long-term solvency. It shows how much of the assets are owned by the company. It is computed as total assets divided by stockholders'equity.

INTEREST RATE COVERAGE RATIOS measure the business' ability to meet its interest payments. It is computed as profit before income tax and interest expense ("EBIT") divided by interest. In the computation, non-recurring gain is excluded from EBIT.

PROFITABILITY RATIOS

Net margin - computed as net profit divided by revenues

Return on assets - net profit divided by total assets

Return on investment - net profit divided by total stockholders' equity

Return on investment of equity owners- net profit attributable to owners of the parent divided by equity attributable to ownersof the parent company

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2016 AND DECEMBER 31, 2015**  
*(Amounts in Philippine Pesos)*

	<u>June 30, 2016</u> <u>(UNAUDITED)</u>	<u>December 31, 2015</u> <u>(AUDITED)</u>
<b><u>A S S E T S</u></b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	P 57,532,265,189	P 68,593,959,027
Trade and other receivables - net	49,486,500,111	48,974,257,881
Financial assets at fair value through profit or loss	2,188,040,961	8,071,599,462
Inventories - net	84,383,452,976	78,630,596,803
Property development costs	15,380,867,590	14,858,143,294
Other current assets	<u>7,999,728,525</u>	<u>6,591,193,029</u>
 Total Current Assets	 <u>216,970,855,352</u>	 <u>225,719,749,496</u>
<b>NON-CURRENT ASSETS</b>		
Trade and other receivables - net	36,762,542,768	32,815,736,822
Advances to landowners and joint ventures	4,425,312,734	4,593,436,457
Available-for-sale financial assets	571,420,054	2,188,729,177
Land for future development	17,073,251,506	18,115,516,349
Investments in and advances to associates and other related parties	10,703,847,126	10,668,198,034
Property, plant and equipment - net	75,561,289,895	66,274,228,540
Investment property - net	53,002,587,488	48,170,946,188
Intangible assets - net	37,506,012,601	29,562,197,769
Deferred tax assets	760,333,695	751,558,125
Other non-current assets	<u>7,131,215,105</u>	<u>9,864,457,430</u>
 Total Non-current Assets	 <u>243,497,812,972</u>	 <u>223,005,004,891</u>
 <b>TOTAL ASSETS</b>	 <b><u>P 460,468,668,324</u></b>	 <b><u>P 448,724,754,387</u></b>

	<b>June 30, 2016</b> <b>(UNAUDITED)</b>	December 31, 2015 <b>(AUDITED)</b>
<b><u>LIABILITIES AND EQUITY</u></b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	<b>P 38,105,992,447</b>	P 38,899,002,354
Interest-bearing loans	<b>31,088,920,183</b>	28,704,613,782
Income tax payable	<b>429,415,683</b>	629,965,773
Other current liabilities	<b>22,688,770,012</b>	21,499,813,670
	<hr/>	<hr/>
Total Current Liabilities	<b>92,313,098,325</b>	89,733,395,579
<b>NON-CURRENT LIABILITIES</b>		
Interest-bearing loans	<b>29,883,260,208</b>	29,071,029,819
Bonds payable	<b>54,401,044,490</b>	54,719,727,451
Advances from related parties	<b>1,409,469,089</b>	1,491,160,829
Retirement benefit obligation	<b>2,578,482,019</b>	1,866,100,741
Redeemable preferred shares	<b>1,970,508,650</b>	1,929,355,258
Deferred tax liabilities - net	<b>11,734,977,694</b>	11,587,737,168
Other non-current liabilities	<b>26,340,904,937</b>	27,138,053,551
	<hr/>	<hr/>
Total Non-current Liabilities	<b>128,318,647,087</b>	127,803,164,817
	<hr/>	<hr/>
Total Liabilities	<b>220,631,745,412</b>	217,536,560,396
<b>EQUITY</b>		
Equity attributable to owners of the parent company	<b>144,024,175,838</b>	137,056,497,134
Non-controlling interest	<b>95,812,747,074</b>	94,131,696,857
	<hr/>	<hr/>
Total Equity	<b>239,836,922,912</b>	231,188,193,991
	<hr/>	<hr/>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>P 460,468,668,324</b>	P 448,724,754,387

*See Notes to Interim Consolidated Financial Statements.*

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
**FOR SIX MONTHS ENDED JUNE 30, 2016 AND 2015**  
*(Amounts in Philippine Pesos)*  
*(UNAUDITED)*

	2016		2015	
	Year-to-Date	Quarter	Year-to-Date	Quarter
<b>REVENUES</b>				
Sale of goods	P 34,910,314,388	P 17,525,914,948	P 35,019,869,401	P 18,573,901,586
Rendering of services	30,153,517,461	15,729,076,605	28,434,926,628	13,556,805,035
Share in net profits of associates and joint ventures - net	99,263,862	71,510,759	151,921,992	80,699,469
Finance and other income	1,910,989,673	667,652,845	1,813,837,677	896,888,007
	<u>67,074,085,384</u>	<u>33,994,155,157</u>	<u>65,420,555,698</u>	<u>33,108,294,097</u>
<b>COSTS AND EXPENSES</b>				
Cost of goods sold	22,463,491,927	10,630,970,462	22,425,222,011	11,311,666,232
Cost of services	15,157,257,104	7,744,453,071	14,752,855,946	7,704,338,929
Other operating expenses	12,929,133,206	6,779,690,624	11,393,215,180	5,472,982,359
Finance cost and other charges	2,331,187,807	1,141,818,802	2,600,263,068	1,155,981,372
	<u>52,881,070,044</u>	<u>26,296,932,959</u>	<u>51,171,556,205</u>	<u>25,644,968,892</u>
<b>PROFIT BEFORE TAX</b>	14,193,015,340	7,697,222,198	14,248,999,493	7,463,325,205
<b>TAX EXPENSE</b>	<u>2,848,881,849</u>	<u>1,621,946,372</u>	<u>2,768,581,282</u>	<u>1,559,013,443</u>
<b>NET PROFIT</b>	<u>11,344,133,491</u>	<u>6,075,275,826</u>	<u>11,480,418,211</u>	<u>5,904,311,762</u>
<b>OTHER COMPREHENSIVE INCOME</b>				
Item that will not be reclassified subsequently to profit or loss				
Actuarial gain (loss) on remeasurement of retirement benefit obligation - net of tax	( 657,488,478 )	( 413,948,478 )	349,416,000	349,416,000
Items that will be reclassified subsequently to profit or loss				
Net unrealized fair value gains (losses) on available-for-sale financial assets	2,221,353	( 2,067,550,988 )	( 1,486,834,722 )	( 833,850,415 )
Translation adjustments	( 1,375,014,128 )	( 781,858,267 )	( 596,424,984 )	( 423,702,996 )
	<u>( 1,372,792,775 )</u>	<u>( 2,849,409,255 )</u>	<u>( 2,083,259,706 )</u>	<u>( 1,257,553,411 )</u>
<b>TOTAL COMPREHENSIVE INCOME</b>	<u>P 9,313,852,238</u>	<u>P 2,811,918,093</u>	<u>P 9,746,574,505</u>	<u>P 4,996,174,351</u>
<b>Net profit attributable to:</b>				
Owners of the parent company	P 7,285,166,019	3,946,439,237	P 7,506,759,632	P 4,030,799,215
Non-controlling interest	4,058,967,472	2,128,836,589	3,973,658,579	1,873,512,547
	<u>P 11,344,133,491</u>	<u>P 6,075,275,826</u>	<u>P 11,480,418,211</u>	<u>P 5,904,311,762</u>
<b>Total comprehensive income attributable to:</b>				
Owners of the parent company	P 6,680,362,141	1,841,870,099	P 5,772,915,926	P 3,122,661,804
Non-controlling interest	2,633,490,097	970,047,994	3,973,658,579	1,873,512,547
	<u>P 9,313,852,238</u>	<u>P 2,811,918,093</u>	<u>P 9,746,574,505</u>	<u>P 4,996,174,351</u>
<b>Earnings Per Share for the Net Income Attributable to Owners of the Parent Company:</b>				
Basic	P 0.7180	P 0.3889	P 0.7398	P 0.3972
Diluted	P 0.7106	P 0.3849	P 0.7342	P 0.3937

*See Notes to Interim Consolidated Financial Statements.*

ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY  
FOR SIX MONTHS ENDED JUNE 30, 2016 AND 2015  
(Amounts in Philippine Pesos)  
(UNAUDITED)

Atributable to Owners of the Parent Company

	Capital Stock	Additional Paid-in Capital	Treasury Shares – at cost	Net Actuarial Losses on Retirement Benefit Plan	Net Fair Value Gains (Losses) on Available-for-Sale Financial Assets	Accumulated Translation Adjustments	Dilution Gain	Share Options	Retained Earnings			Total	Non-controlling Interest	Total Equity
									Appropriated	Unappropriated	Total			
Balance at January 1, 2016	P 10,269,827,979	P 34,395,380,979	( P 936,157,074 )	( P 71,269,938 )	( P 690,503,745 )	( P 2,370,232,891 )	P 19,980,402,684	P 727,492,290	P 1,990,590,660	P 73,760,966,190	P 75,751,556,850	P 137,056,497,134	P 94,131,696,857	P 231,188,193,991
Transactions with owners:														
Reclassification adjustment	-	-	-	( 11,091,008 )	1,100,000	-	-	( 71,077,821 )	-	( 113,265,968 )	( 113,265,968 )	( 194,334,797 )	194,334,797	-
Share-based compensation	-	-	-	-	-	-	-	-	-	-	-	-	14,206,479	14,206,479
Change in percentage ownership	-	-	-	-	-	-	-	-	-	481,651,360	481,651,360	481,651,360	( 242,086,236 )	239,565,124
Dividend from investee	-	-	-	-	-	-	-	-	-	-	-	-	( 918,894,920 )	( 918,894,920 )
	-	-	-	( 11,091,008 )	1,100,000	-	-	( 71,077,821 )	-	368,385,392	368,385,392	287,316,563	( 952,439,880 )	( 665,123,317 )
Appropriation of retained earnings	-	-	-	-	-	-	-	-	3,147,634,000	( 3,147,634,000 )	-	-	-	-
Reversal of appropriation	-	-	-	-	-	-	-	-	( 3,147,634,000 )	3,147,634,000	-	-	-	-
Total comprehensive income	-	-	-	( 531,032,854 )	1,056,740,230	( 1,130,511,254 )	-	-	-	7,285,166,019	7,285,166,019	6,680,362,141	2,633,490,097	9,313,852,238
Balance at June 30, 2016	<u>P 10,269,827,979</u>	<u>P 34,395,380,979</u>	<u>( P 936,157,074 )</u>	<u>( P 613,393,800 )</u>	<u>P 367,336,485</u>	<u>( P 3,500,744,145 )</u>	<u>P 19,980,402,684</u>	<u>P 656,414,469</u>	<u>P 1,990,590,660</u>	<u>P 81,414,517,601</u>	<u>P 83,405,108,261</u>	<u>P 144,024,175,838</u>	<u>P 95,812,747,074</u>	<u>P 239,836,922,912</u>
Balance at January 1, 2015	P 10,269,827,979	P 34,395,380,979	( P 936,157,074 )	( P 523,047,616 )	( P 507,112,055 )	( P 1,692,314,380 )	P 19,980,402,684	P 577,813,280	P 1,225,000,000	P 63,707,319,305	P 64,932,319,305	P 126,497,113,102	P 90,986,302,770	P 217,483,415,872
Transactions with owners:														
Share-based compensation	-	-	-	-	-	-	-	26,781,911	-	-	-	26,781,911	-	26,781,911
Change in percentage ownership	-	-	-	-	-	-	-	-	-	-	-	-	1,064,712,484	1,064,712,484
Dividend from investee	-	-	-	-	-	-	-	-	-	-	-	-	( 1,779,987,399 )	( 1,779,987,399 )
	-	-	-	-	-	-	-	26,781,911	-	-	-	26,781,911	( 715,274,915 )	( 688,493,004 )
Appropriation of retained earnings	-	-	-	-	-	-	-	-	1,225,000,000	( 1,225,000,000 )	-	-	-	-
Reversal of appropriation	-	-	-	-	-	-	-	-	( 1,225,000,000 )	1,225,000,000	-	-	-	-
Total comprehensive income	-	-	-	349,416,000	( 1,486,834,722 )	( 596,424,984 )	-	-	-	7,506,759,632	7,506,759,632	5,772,915,926	3,973,658,579	9,746,574,505
Balance at June 30, 2015	<u>P 10,269,827,979</u>	<u>P 34,395,380,979</u>	<u>( P 936,157,074 )</u>	<u>( P 173,631,616 )</u>	<u>( P 1,993,946,777 )</u>	<u>( P 2,288,739,364 )</u>	<u>P 19,980,402,684</u>	<u>P 604,595,191</u>	<u>P 1,225,000,000</u>	<u>P 71,214,078,937</u>	<u>P 72,439,078,937</u>	<u>P 132,296,810,939</u>	<u>P 94,244,686,434</u>	<u>P 226,541,497,373</u>

See Notes to Interim Consolidated Financial Statements.

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**FOR SIX MONTHS ENDED JUNE 30, 2016 AND 2015**  
*(Amounts in Philippine Pesos)*  
*(UNAUDITED)*

	2016	2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Profit before tax	P 14,193,015,340	P 14,248,999,493
Adjustments for:		
Depreciation and amortization	2,361,919,785	2,141,525,618
Interest expense	2,188,171,451	2,378,222,054
Interest income	( 954,099,010 )	( 1,047,547,572 )
Fair value gains - net	( 135,310,555 )	( 198,978,270 )
Unrealized foreign currency losses (gains) - net	114,321,502	( 32,539,580 )
Share in net profits of associates and joint ventures	( 99,263,862 )	( 151,921,992 )
Impairment (reversal of) losses	( 62,728,943 )	25,694,061
Unrealized loss on interest rate swap	16,455,907	17,554,438
Net loss on disposal of property, plant and equipment and investment property	14,811,262	6,562,811
Stock option benefit expense	14,206,479	26,781,911
Gain on sale of investment in available-for-sale financial assets	( 11,691,378 )	( 1,941,697 )
Dividend income	( 4,599,960 )	( 22,828,782 )
Operating income before working capital changes	17,635,208,018	17,389,582,493
Increase in trade and other receivables	( 5,171,455,133 )	( 5,603,656,593 )
Decrease (increase) in financial assets at fair value through profit or loss	5,956,858,915	( 2,099,216,757 )
Increase in inventories	( 2,608,088,464 )	( 2,910,068,007 )
Increase in property development costs	( 169,708,931 )	( 624,845,399 )
Increase in other current assets	( 2,029,669,469 )	( 959,631,529 )
Decrease in trade and other payables	( 3,486,108,331 )	( 5,732,829,988 )
Increase (decrease) in other current liabilities	1,172,500,435	( 72,122,735 )
Increase (decrease) in retirement benefit obligation	4,281,376	( 217,367,672 )
Increase (decrease) in other non-current liabilities	( 657,198,809 )	759,748,326
Cash generated from (used in) operations	10,646,619,607	( 70,407,861 )
Cash paid for taxes	( 2,289,833,010 )	( 2,428,205,277 )
Net Cash From (Used in) Operating Activities	8,356,786,597	( 2,498,613,138 )
<i>Balance carried forward</i>	P 8,356,786,597	( P 2,498,613,138 )

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	<u>2016</u>	<u>2015</u>
<i>Balance brought forward</i>	<b>P 8,356,786,597</b>	( P 2,498,613,138 )
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisitions of:		
A business unit	( 11,850,742,240 )	-
Property, plant and equipment and investment property	( 10,664,163,388 )	( 11,399,582,981 )
Investment in and advances to associates	( 243,890,807 )	( 2,927,982,943 )
Other non-current assets	( 141,871,926 )	( 47,624,785 )
Land for future development	( 18,754,118 )	( 449,405,783 )
Available-for-sale financial assets	( 1,755,375 )	( 1,136,616,338 )
Proceeds from:		
Disposal of available-for-sale financial assets	1,617,915,870	128,010,889
Disposal of property, plant and equipment	64,858,465	63,656,087
Collections of advances from other related parties	39,479,832	257,715,734
Interest received	799,414,421	1,005,463,977
Collection from (advances to) landowners and joint ventures	168,123,723	( 458,501,258 )
Additional advances granted to other related parties	( 151,919,519 )	( 85,122,982 )
Cash dividends received	<u>94,000,478</u>	<u>22,828,782</u>
Net Cash Used in Investing Activities	( <u>20,289,304,584</u> )	( <u>15,027,161,601</u> )
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from interest-bearing loans and bonds	6,110,029,629	14,461,425,468
Interest paid	( 2,943,769,478 )	( 2,485,978,305 )
Payment of interest-bearing loans and bonds	( 2,895,908,445 )	( 30,070,231,286 )
Advances collected and received from related parties	928,204,563	1,569,358,594
Payment of derivative liability	( 166,628,813 )	( 157,640,625 )
Advances granted and paid to related parties	( 90,759,562 )	( 179,840,275 )
Dividends paid	( <u>70,343,745</u> )	<u>-</u>
Net Cash From (Used in) Financing Activities	<u>870,824,149</u>	( <u>16,862,906,429</u> )
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>	( <b>11,061,693,838</b> )	( 34,388,681,168 )
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	<u><b>68,593,959,027</b></u>	<u>82,058,836,647</u>
<b>CASH AND CASH EQUIVALENTS AT END OF PERIOD</b>	<u><b>P 57,532,265,189</b></u>	<u>P 47,670,155,479</u>

**Supplemental Information on Non-cash Investing and Financing Activities:**

In the normal course of business, the Group enters into non-cash transactions such as exchanges or purchases on account of real estate and other assets. Other non-cash transactions include transfers of property from Land for Future Development to Property Development Costs or Investment Property as the property goes through its various stages of development, and acquisitions of various Property, Plant and Equipment on account.

*See Notes to Interim Consolidated Financial Statements.*

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**NOTES TO INTERIM CONSOLIDATED FINANCIAL STATEMENTS**  
**JUNE 30, 2016**  
*(With Comparative Figures as at December 31, 2015)*  
*(Amounts in Philippine Pesos)*  
*(Unaudited)*

**1. GENERAL INFORMATION**

**1.1 Corporate Information**

Alliance Global Group, Inc. (the Company, Parent Company, or AGI) was registered with the Philippine Securities and Exchange Commission (SEC) on October 12, 1993 and began operations in 1994 as a glass-container manufacturer. On March 12, 1999, it obtained approval from the SEC to broaden its primary business into that of a holding company. Given a wider scope of business, AGI immediately diversified its investment holdings and on April 19, 1999, AGI listed its shares in the Philippine Stock Exchange (PSE). Currently, the Company and its subsidiaries and associates (collectively referred to as the Group) operate businesses in real estate development, tourism-entertainment and gaming, food and beverage, and quick service restaurant under the following entities (see Note 4):

Subsidiaries/Associates/Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI	
			June 2016	December 2015
<b>Subsidiaries</b>				
<b>Megaworld and subsidiaries</b>				
Megaworld Corporation	Megaworld	(a)	67%	67%
Megaworld Resort Estates, Inc.		(b)	83%	83%
Sonoma Premiere Land, Inc.		(c)	73%	73%
Megaworld Land, Inc.			67%	67%
Prestige Hotels and Resorts, Inc.			67%	67%
Mactan Oceanview Properties and Holdings, Inc.			67%	67%
Megaworld Cayman Islands, Inc.		(d)	67%	67%
Richmonde Hotel Group International Ltd.		(e)	67%	67%
Eastwood Cyber One Corporation			67%	67%
Megaworld Cebu Properties, Inc.			67%	67%
Megaworld Newport Property Holdings, Inc.			67%	67%
Oceantown Properties, Inc.			67%	67%
Piedmont Property Ventures, Inc.			67%	67%
Stonehaven Land, Inc.			67%	67%
Streamwood Property, Inc.			67%	67%
Suntrust Properties, Inc.			67%	67%
Lucky Chinatown Cinemas, Inc.			67%	67%
Luxury Global Hotels and Leisures, Inc.			67%	67%
Suntrust Ecotown Developers, Inc.			67%	67%
Arcovia Properties, Inc.			67%	67%
Citywalk Building Administration, Inc.			67%	67%
Forbestown Commercial Center Administration, Inc.			67%	67%
Paseo Center Building Administration, Inc.			67%	67%
Uptown Commercial Center Administration Inc.			67%	67%
Global One Integrated Business Services, Inc.			67%	67%
Luxury Global Malls, Inc.			67%	67%
Davao Park District Holdings Inc.			67%	67%
Governor's Hills Science School, Inc.			67%	67%
Sunrays Properties Management, Inc.			67%	67%
Suntrust One Shanata, Inc.			67%	67%
Suntrust Two Shanata, Inc.			67%	67%
Belmont Newport Luxury Hotels, Inc.			67%	67%
Global One Hotel Group, Inc.			67%	67%
Ilo-ilo Center Mall Administration, Inc.			67%	67%



Subsidiaries/Associates/Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI	
			June 2016	December 2015
<b>Subsidiaries</b>				
<b>Megaworld and subsidiaries</b>				
Newtown Commercial Center Administration, Inc.			67%	67%
McKinley Cinemas, Inc.			67%	67%
Uptown Cinemas, Inc.			67%	67%
Valley Peaks Property Management, Inc.			67%	67%
Megaworld Bacolod Properties, Inc.			62%	62%
Southwoods Mall Inc.			61%	61%
Megaworld Global-Estate, Inc.		(f)	60%	60%
Manila Bayshore Property Holdings, Inc.		(g)	57%	57%
Twin Lakes Corp.			56%	56%
Empire East Land Holdings, Inc.	EELHI		55%	55%
Valle Verde Properties, Inc.			55%	55%
Empire East Communities, Inc.			55%	55%
Sherman Oak Holdings, Inc.			55%	55%
Eastwood Property Holdings, Inc.			55%	55%
20th Century Nylon Shirt, Inc.			55%	55%
Global-Estate Resorts, Inc.	GERI	(h)	55%	55%
Fil-Estate Properties, Inc.			55%	55%
Aklan Holdings Inc.			55%	55%
Blu Sky Airways, Inc.			55%	55%
Fil-Estate Subic Development Corp.			55%	55%
Fil-Power Construction Equipment Leasing Corp.			55%	55%
Golden Sun Airways, Inc.			55%	55%
La Compañía De Sta. Barbara, Inc.			55%	55%
MCX Corporation			55%	55%
Pioneer L-5 Realty Corp.			55%	55%
Prime Airways, Inc.			55%	55%
Sto. Domingo Place Development Corp.			55%	55%
Fil-Power Concrete Blocks Corp.			55%	55%
Fil-Estate Golf and Development, Inc.			55%	55%
Golforce, Inc.			55%	55%
Fil-Estate Urban Development Corp.			55%	55%
Novo Sierra Holdings Corp.			55%	55%
Global Homes and Communities, Inc.			55%	55%
Southwoods Ecocentrum Corp.			55%	55%
Philippine Aquatic Leisure Corp.			55%	55%
Megaworld Central Properties, Inc.			51%	51%
Townsquare Development, Inc.			50%	50%
Golden Panda-ATI Realty Corporation			50%	50%
La Fuerza, Inc.			45%	45%
Fil-Estate Industrial Park, Inc.			44%	44%
Megaworld-Daewoo Corporation			40%	40%
Laguna Bel-Air School, Inc.			40%	40%
Eastwood Cinema 2000, Inc.			37%	37%
Gilmore Property Marketing Associates Inc.			35%	35%
Megaworld Globus Asia, Inc.			34%	34%
Philippine International Properties, Inc.			34%	34%
Sherwood Hills Development Inc.			30%	30%
Oceanfront Properties, Inc.			28%	28%
<b>Emperador and subsidiaries</b>				
Emperador Inc.	EMP or Emperador		82%	82%
Emperador Distillers, Inc.	EDI		82%	82%
Emperador International Ltd.	EIL	(e)	82%	82%
The Bar Beverage, Inc.			82%	82%
Bodega San Bruno, SL	BSB	(i)	82%	82%
Bodegas Fundador, SLU	BFS	(i)	82%	82%
Emperador Europe SARL	EES	(i)	82%	82%
Emperador Asia Pte Ltd.	EA	(i)	82%	82%
Grupo Emperador Spain, S.A.	GES	(i)	82%	82%
Emperador Holdings (GB) Limited	EGB	(i)	82%	82%
Emperador UK Limited	EUK	(i)	82%	82%
Whyte and Mackay Group Limited	WMG	(i)	82%	82%

Subsidiaries/Associates/Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI	
			June 2016	December 2015
<b>Emperador and subsidiaries</b>				
Whyte and Mackay Limited	WML	(i)	82%	82%
Whyte and Mackay Warehousing Ltd.	WMWL	(i)	82%	82%
Cocos Vodka Distillers Philippines, Inc.			82%	82%
Tradewind Estates, Inc.	TEI	(j)	82%	100%
Anglo Watsons Glass, Inc.			64%	64%
<b>GADC and subsidiaries</b>				
Golden Arches Development Corporation	GADC		49%	49%
Golden Arches Realty Corporation			49%	49%
Clark Mac Enterprises, Inc.			49%	49%
Advance Food Concepts Manufacturing, Inc.			49%	49%
Onzal Development Corp.			49%	49%
Golden Laoag Foods Corporation			38%	38%
Davao City Food Industries, Inc.			37%	37%
Red Asian Food Solutions			37%	37%
First Golden Laoag Ventures			34%	34%
Retiro Golden Foods, Inc.			34%	34%
McDonald's Anonas City Center			34%	34%
McDonald's Puregold Taguig			29%	29%
Golden City Food Industries, Inc.			29%	29%
McDonald's Bench Building			27%	27%
Molino First Golden Foods, Inc.			26%	26%
GY Alliance Concepts, Inc.			19%	19%
<b>Travellers and subsidiaries</b>				
Travellers International Hotel Group, Inc.	Travellers	(k)	47%	47%
APEC Assets Limited			47%	47%
Bright Leisure Management, Inc.			47%	47%
Deluxe Hotels and Recreation, Inc.			47%	47%
Entertainment City Integrated Resorts & Leisure, Inc.			47%	47%
Grand Integrated Hotels and Recreation, Inc.			47%	47%
GrandServices, Inc.			47%	47%
GrandVenture Management Services, Inc.			47%	47%
Lucky Star Hotels and Recreation, Inc.			47%	47%
Majestic Sunrise Leisure & Recreation, Inc.			47%	47%
Net Deals, Inc.			47%	47%
Newport Star Lifestyle, Inc.			47%	47%
Royal Bayshore Hotels & Amusement, Inc.			47%	47%
FHTC Entertainment & Production, Inc.	FHTC		47%	47%
Bright Pelican Leisure and Production, Inc.			47%	47%
Golden Peak Leisure and Recreation, Inc.			47%	47%
Westside City Resorts World, Inc.		(l)	47%	47%
Purple Flamingos Amusement and Leisure Corporation			47%	47%
Red Falcon Amusement and Leisure Corporation			47%	47%
Agile Fox Amusement and Leisure Corporation			47%	47%
Aquamarine Delphinium Leisure and Recreation, Inc.			47%	47%
Brilliant Apex Hotels and Leisure Corporation			47%	47%
Coral Primrose Leisure and Recreation Corporation			47%	47%
Lucky Panther Amusement and Leisure Corporation			47%	47%
Luminescent Vertex Hotels and Leisure Corporation			47%	47%
Magenta Centaurus Amusement and Leisure Corporation			47%	47%
Sapphire Carnation Leisure and Recreation Corporation			47%	47%
Scarlet Milky Way Amusement and Leisure Corporation			47%	47%
Sparkling Summit Hotels and Leisure Corporation			47%	47%

Subsidiaries/Associates/Joint Ventures	Short Name	Notes	Percentage of Effective Ownership of AGI	
			June 2016	December 2015
<b>Travellers and subsidiaries</b>				
Valiant Leopard Amusement and Leisure Corporation			47%	47%
Vermillion Triangulum Amusement and Leisure Corporation			47%	47%
Westside Theatre Inc.			47%	47%
<b>Corporate and Others</b>				
New Town Land Partners, Inc.	NTLPI		100%	100%
Great American Foods, Inc.		(m)	100%	100%
McKester America, Inc.		(m)	100%	100%
Alliance Global Brands, Inc.	AGBI		100%	100%
McKester Pik-nik International Limited	MPIL	(e)	100%	100%
Venezia Universal Ltd.		(e)	100%	100%
Travellers Group Ltd.		(e)	100%	100%
Alliance Global Group Cayman Islands, Inc.		(d)	100%	100%
Greenspring Investment Holdings Properties Ltd.		(e)	100%	100%
Shiok Success International, Ltd.		(e)	100%	100%
Dew Dreams International, Ltd.		(e)	100%	100%
First Centro, Inc.	FCI		100%	100%
Oceanic Realty Group International, Inc.			100%	100%
ERA Real Estate Exchange, Inc.			100%	100%
Global One Real Estate Spain, SAU		(n)	100%	100%
Adams Properties, Inc.			60%	60%
<b>Associates</b>				
Bonifacio West Development Corporation			31%	31%
Suntrust Home Developers, Inc.	SHDI		29%	29%
First Oceanic Property Management, Inc.		(o)	29%	29%
Citylink Coach Services, Inc.		(o)	29%	29%
Palm Tree Holdings and Development Corporation			27%	27%
Boracay Newcoast Hotel Group, Inc.			25%	25%
Fil-Estate Network, Inc.			11%	11%
Fil-Estate Sales, Inc.			11%	11%
Fil-Estate Realty and Sales Associates, Inc.			11%	11%
Fil-Estate Realty Corp.			11%	11%
Pacific Coast Mega City, Inc.			11%	11%
Nasugbu Properties, Inc.			8%	8%
<b>Joint Ventures</b>				
Front Row Theatre Management, Inc.		(p)	50%	50%
Bodegas Las Copas, SL	BLC	(q)	41%	41%

Explanatory notes:

- (a) AGI's effective ownership interest is derived from its 44% direct ownership and 3% direct holdings of FCI, 18% direct holdings of NTLPI and 2% holdings of other subsidiaries
- (b) AGI and Megaworld directly owns 49% and 51%, respectively
- (c) A subsidiary of AGI through 60% and 40% direct ownership of EELHI and FCI, respectively
- (d) Foreign subsidiaries operating under the laws of the Cayman Islands
- (e) Foreign subsidiaries operating under the Business Companies Act of the British Virgin Islands (BVI)
- (f) A subsidiary of AGI through 60% and 40% direct ownership of GERI and Megaworld, respectively
- (g) A subsidiary of AGI through 50/50 ownership of Travellers and Megaworld
- (h) AGI's effective ownership interest represents its indirect holdings through Megaworld, which owns 82% of GERI.
- (i) Subsidiaries under EIL. EA is operating under the laws of Singapore while GES and its subsidiaries BSB and BFS are operating under the laws of Spain. EES is operating under the laws of Luxembourg. EGB [the ultimate United Kingdom (UK) parent] is operating under the laws of England and Wales. EUK, WMG, WML and WMWL are operating under the laws of Scotland. EA, EES and EGB are direct subsidiaries of EIL.
- (j) In March 2016, AGBI sold its 100% ownership over TEI to EMP; hence, the Company's effective ownership decreased to 82%.
- (k) Travellers' common shares are directly owned 15% by AGI, 3% by FCI, 2% by Megaworld, 46% by Adams, 24% by Genting Hongkong Limited (GHL) and 10% by the public.

- (l) Effective ownership is through 1% direct ownership, 45% through 95% ownership of Travellers and 1% through ownership of other subsidiaries within the Group (i.e., FCI, Megaworld and Adams).
- (m) Foreign subsidiaries of MPIL operating under the laws of United States of America
- (n) Foreign subsidiary operating under the laws of Spain
- (o) Subsidiaries of SHDI, an associate of Megaworld
- (p) A joint venture through FHTC
- (q) A foreign joint venture under GES and operating under the laws of Spain

The Company, its subsidiaries and associates are incorporated and operating in the Philippines, except for such foreign subsidiaries and associates as identified in the preceding table (see explanatory notes d, e, i, m, n and q above and in the preceding page). The principal activities of the Group are further described in Note 4.

AGI's shares of stock and those of Megaworld, EMP, Travellers, GERI, EELHI and SHDI are listed in and traded through the PSE.

The Company's registered office and primary place of business is located at 7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark, 188 E. Rodriguez, Jr. Avenue, Bagumbayan, Quezon City.

### ***1.2 Significant Acquisition***

Through BFS, a wholly-owned subsidiary of GES, EMP concluded on February 29, 2016 the purchase of the brandy and sherry business from Beam Spain, S.L. which include four iconic brands – ‘Fundador Brandy de Jerez’, the first Spanish brandy to be marketed; ‘Terry Centenario’, the largest brandy in Spain; ‘Tres Cepas’, a market leader in Equatorial Guinea; and ‘Harveys’, the no. 1 selling sherry wine in the world and the leader in UK where it holds the distinction of being the only sherry wine that can be served to the Queen in Buckingham Palace. This recent acquisition fortified EMP's brandy business and sherry wine business in Spain and UK, making it the largest brandy company in the world. Bodegas Fundador has the largest and oldest brandy facility in Spain. The purchase is valued at P14.7 billion, including taxes, and consists of (in million pesos):

Tangible assets acquired –		
Property, plant and equipment	P	4,137
Inventories		2,457
Intangible assets acquired –		
Trademarks		6,663
Goodwill		<u>1,463</u>
Total cash paid	P	<u>14,720</u>

### ***1.3 Approval of Interim Financial Information***

The Board of Directors (BOD) approved on August 12, 2016, the release of the interim consolidated financial statements (ICFS) of the Group for the six months ended June 30, 2016 (including the comparative financial statements as at December 31, 2015 and for the six months ended June 30, 2015).

## 2. BASIS OF PREPARATION OF INTERIM CONSOLIDATED FINANCIAL STATEMENTS

These ICFS have been prepared in accordance with Philippine Accounting Standard (PAS) 34, *Interim Financial Reporting*. They do not include all of the information required in annual financial statements in accordance with Philippine Financial Reporting Standards (PFRS), and should be read in conjunction with the Group's audited consolidated financial statements (ACFS) as at and for the year ended December 31, 2015.

The ICFS are presented in Philippine pesos, the Company's functional and presentation currency, and all values represent absolute amounts except when otherwise indicated.

Items included in the ICFS of the Group are measured using the Company's functional currency. Functional currency is the currency of the primary economic environment in which the Company operates.

The preparation of the Group's ICFS in accordance with PFRS requires management to make judgments and estimates that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates. There were no changes in estimates of amounts reported in prior financial years that have a material effect in the current interim period.

The presentation of the ICFS is consistent with the most recent ACFS presentation, except for the amendments introduced by the new accounting standards mentioned in Note 3. Certain accounts in the 2015 interim consolidated statement of comprehensive income were reclassified to conform with the 2015 ACFS presentation.

The Group presents all items of income and expense in a single consolidated statement of comprehensive income.

## 3. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies and methods of computation used in the preparation of these ICFS are consistent with those applied in the ACFS as at and for the year ended December 31, 2015, except for the application of standards that became effective on January 1, 2016.

### *(a) Effective in 2016 that are Relevant to the Group*

In 2016, the Group adopted for the first time the following amendments and annual improvements to PFRS that are relevant to the Group and effective for financial statements with annual period beginning on or after January 1, 2016 which did not have a significant impact on the Group's ICFS [see Note 2.3(b) in 2015 ACFS]:

<i>Amendments</i>	
PAS 1 (Amendment)	: Presentation of Financial Statements – Disclosure Initiative

PAS 16 and PAS 38 (Amendments)	:	Property, Plant and Equipment and Intangible Assets – Clarification of Acceptable Methods of Depreciation and Amortization
PAS 16 and PAS 41 (Amendments)	:	Property, Plant and Equipment and Agriculture – Bearer Plants
PAS 27 (Amendment)	:	Separate Financial Statements – Equity Method in Separate Financial Statements
PAS 28 (Amendment)	:	Investments in Associates and Joint Ventures – Investment Entities – Applying the Consolidation Exception
PFRS 11 (Amendment)	:	Joint Arrangements – Accounting for Acquisition of Interest in Joint Operations

*Annual Improvements to PFRS (2012-2014) Cycle*

PFRS 7 (Amendment)	:	Financial Instruments – Disclosures
PAS 19 (Amendment)	:	Employee Benefits
PAS 34 (Amendment)	:	Interim Financial Reporting

*(b) Effective in 2016 that are not Relevant to the Group*

PFRS 14, *Regulatory Deferral Accounts* and amendment to PFRS 5, *Non-current Assets Held for Sale and Discontinued Operations* are mandatory for accounting periods beginning on or after January 1, 2016 but are not relevant to the Group's ICFs.

*(c) Effective Subsequent to 2016 but are not Adopted Early*

PFRS 9 (2014), *Financial Instruments*, is mandatory for accounting periods beginning on or after January 1, 2018. Management is currently assessing the impact of this standard on the Group's consolidated financial statements and it will conduct a comprehensive study of the potential impact of this standard prior to its mandatory adoption date to assess the impact of all changes.

## 4. SEGMENT INFORMATION

### 4.1 Business Segments

The Group is organized into major business segments, which are the major subsidiaries of the Group. These represent the main products and services provided by the Group and the line of business in which the Group operates. Presented below is the basis of the Group in reporting its primary segment information.

- (a)* The *Megaworld* segment consists of development of real estate, integrated resorts, leasing of properties and hotel operations business which is primarily undertaken by Megaworld Corporation and subsidiaries, the Group's forerunner in the real estate industry.

- (b) The *Travellers* segment relates to tourism-oriented business that integrates entertainment, hospitality and leisure, including gaming, as that of Resorts World Manila, which is operated by Travellers International Hotel Group, Inc. and subsidiaries.
- (c) The *GADC* segment refers to operations of McDonald's restaurants in the Philippines in accordance with the franchise agreement between GADC and McDonald's Corporation, USA.
- (d) The *Emperador* segment refers to the manufacture and distribution of distilled spirits, including the production of glass containers, which is undertaken by Emperador Inc. and subsidiaries.

#### **4.2 Segment Assets and Liabilities**

Segment assets are allocated based on their physical location and use or direct association with a specific segment and they include all operating assets used by a segment and consist principally of operating cash and cash equivalents, trade and other receivables, inventories, property, plant and equipment, intangible assets and investment properties. Segment liabilities include all operating liabilities and consist principally of trade and other payables, interest-bearing loans and bonds payable.

#### **4.3 Intersegment Transactions**

Segment revenues, expenses and performance include sales and purchases between business segments. Such sales and purchases are eliminated in consolidation.

#### 4.4 Analysis of Segment Information

Segment information can be analyzed as follows for six months ended June 30, 2016 and 2015.

	<b>For six months ended June 30, 2016 (Unaudited)</b>				
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperador</u>	<u>Total</u>
<b>REVENUES</b>					
Sales to external customers	P 22,092,336,899	P 13,707,954,808	P 10,806,564,702	P 17,794,752,107	P 64,401,608,516
Intersegment sales	53,067,749	-	-	17,915,974	70,983,723
Finance and other revenues	<u>881,560,947</u>	<u>129,963,474</u>	<u>76,092,923</u>	<u>545,431,384</u>	<u>1,633,048,728</u>
Segment revenues	23,026,965,595	13,837,918,282	10,882,657,625	18,358,099,465	66,105,640,967
Cost of sales and expenses excluding depreciation and amortization	( <u>13,742,193,724</u> )	( <u>10,719,116,400</u> )	( <u>9,560,134,824</u> )	( <u>13,581,245,460</u> )	( <u>47,602,690,408</u> )
	9,284,771,871	3,118,801,882	1,322,522,801	4,776,854,005	18,502,950,559
Depreciation and amortization	( 612,825,720 )	( 815,991,587 )	( 537,540,469 )	( 388,746,357 )	( 2,355,104,133 )
Finance cost and other charges	( <u>821,352,255</u> )	( <u>279,307,857</u> )	( <u>93,248,342</u> )	( <u>350,815,530</u> )	( <u>1,544,723,984</u> )
Profit before tax	7,850,593,896	2,023,502,438	691,733,990	4,037,292,118	14,603,122,442
Tax expense	( <u>1,796,345,535</u> )	( <u>226,065,810</u> )	( <u>194,350,134</u> )	( <u>598,428,819</u> )	( <u>2,815,190,298</u> )
<b>SEGMENT PROFIT</b>	<b><u>P 6,054,248,361</u></b>	<b><u>P 1,797,436,628</u></b>	<b><u>P 497,383,856</u></b>	<b><u>P 3,438,863,299</u></b>	<b><u>P 11,787,932,144</u></b>
<b>SEGMENT ASSETS AND LIABILITIES</b>					
Segment assets	P 261,026,822,927	P 72,371,058,202	P 13,770,042,827	P 99,150,489,312	P 446,318,413,268
Segment liabilities	107,216,962,363	28,330,648,026	8,397,556,762	39,915,787,642	183,860,954,793



	<b>For six months ended June 30, 2015 (Unaudited)</b>				
	<u>Megaworld</u>	<u>Travellers</u>	<u>GADC</u>	<u>Emperador</u>	<u>Total</u>
<b>REVENUES</b>					
Sales to external customers	P 21,013,094,809	P 14,151,738,519	P 9,609,827,673	P 18,137,185,321	P 62,911,846,322
Intersegment sales	23,800,264	-	-	-	23,800,264
Finance and other revenues	<u>961,207,331</u>	<u>82,306,046</u>	<u>33,822,292</u>	<u>184,622,992</u>	<u>1,261,958,661</u>
Segment revenues	21,998,102,404	14,234,044,565	9,643,649,965	18,321,808,313	64,197,605,247
Cost of sales and expenses excluding depreciation and amortization	( <u>13,285,290,421</u> )	( <u>10,623,728,861</u> )	( <u>8,609,644,578</u> )	( <u>13,532,430,342</u> )	( <u>46,051,094,202</u> )
	8,712,811,983	3,610,315,704	1,034,005,387	4,789,377,971	18,146,511,045
Depreciation and amortization	( 585,384,249 )	( 653,967,742 )	( 499,217,738 )	( 302,490,467 )	( 2,041,060,196 )
Finance cost and other charges	( <u>1,036,708,127</u> )	( <u>548,185,800</u> )	( <u>84,926,853</u> )	( <u>301,020,792</u> )	( <u>1,970,841,572</u> )
Profit before tax	7,079,719,607	2,408,162,162	449,860,796	4,185,866,712	14,134,609,277
Tax expense	( <u>1,650,296,795</u> )	( <u>44,390,991</u> )	( <u>125,861,003</u> )	( <u>924,980,976</u> )	( <u>2,745,529,765</u> )
<b>SEGMENT PROFIT</b>	<u>P 5,440,422,812</u>	<u>P 2,363,771,171</u>	<u>P 323,999,793</u>	<u>P 3,260,885,736</u>	<u>P 11,389,079,512</u>

The following presents the segment assets and liabilities of the Group as at December 31, 2015 (audited):

<b>SEGMENT ASSETS AND LIABILITIES</b>					
Segment assets	P 252,105,958,522	P 68,119,691,610	P 13,829,633,657	P 96,600,733,758	P 430,656,017,547
Segment liabilities	104,018,432,250	25,103,384,020	8,939,177,060	41,249,488,480	179,310,481,810

#### 4.5 Reconciliations

Presented below is a reconciliation of the Group's segment information to the key financial information presented in its ICFS.

	June 30, 2016 <u>(Unaudited)</u>	June 30, 2015 <u>(Unaudited)</u>
<b>Revenues</b>		
Total segment revenues	P 66,105,640,967	P 64,197,605,247
Unallocated corporate revenue	1,039,428,140	1,246,750,715
Elimination of intersegment revenues	<u>( 70,983,723 )</u>	<u>( 23,800,264 )</u>
Revenues as reported in interim consolidated profit or loss	<u>P 67,074,085,384</u>	<u>P 65,420,555,698</u>
<b>Profit or loss</b>		
Segment operating profit	P 11,787,932,144	P 11,389,079,512
Unallocated corporate profit (loss)	<u>( 372,814,930 )</u>	115,138,963
Elimination of intersegment revenues	<u>( 70,983,723 )</u>	<u>( 23,800,264 )</u>
Profit as reported in interim consolidated profit or loss	<u>P 11,344,133,491</u>	<u>P 11,480,418,211</u>
	June 30, 2016 <u>(Unaudited)</u>	December 31, 2015 <u>(Audited)</u>
<b>Assets</b>		
Segment assets	P 446,318,413,268	P 430,656,017,547
Unallocated corporate assets	<u>14,150,255,056</u>	<u>18,068,736,840</u>
Total assets reported in the consolidated statements of financial position	<u>P 460,468,668,324</u>	<u>P 448,724,754,387</u>
<b>Liabilities</b>		
Segment liabilities	P 183,860,954,793	P 179,310,481,810
Unallocated corporate liabilities	<u>36,770,790,619</u>	<u>38,226,078,586</u>
Total liabilities reported in the consolidated statements of financial position	<u>P 220,631,745,412</u>	<u>P 217,536,560,396</u>

Concentration of revenue is considered when at least 10% of total segment revenue is generated from a single customer. There is no concentration of the Group's revenue in a single customer as the 10% threshold has not been met in any of the years presented.

#### 5. PROPERTY AND EQUIPMENT

The gross carrying amounts and accumulated depreciation and amortization of property and equipment as at June 30, 2016 and December 31, 2015 are shown below.

	June 30, 2016 <u>(Unaudited)</u>	December 31, 2015 <u>(Audited)</u>
Cost	P 100,110,718,846	P 88,951,168,007
Accumulated depreciation	<u>( 24,549,428,951 )</u>	<u>( 22,676,939,467 )</u>
Net carrying amount	<u>P 75,561,289,895</u>	<u>P 66,274,228,540</u>

A reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the reporting periods is shown below.

	<u>June 30, 2016</u> <u>(Unaudited)</u>	<u>December 31, 2015</u> <u>(Audited)</u>
Balance at beginning of period net of accumulated depreciation	<b>P 66,274,228,540</b>	P 54,218,737,647
Additions	<b>7,099,097,321</b>	14,382,580,862
Property, plant and equipment of newly acquired business unit	<b>4,137,460,800</b>	-
Depreciation charges for the period	<b>( 1,892,589,707)</b>	( 3,309,974,906)
Disposals – net	<b>( 79,669,727)</b>	( 203,359,592)
Impairment loss – reversal	<b>20,100,223</b>	1,877,430
Reclassifications – net	<b>2,662,445</b>	1,175,058,950
Effect of foreign currency adjustment	<u>-</u>	<u>9,308,149</u>
Balance at end of period net of accumulated depreciation and impairment loss	<b><u>P 75,561,289,895</u></b>	<b><u>P 66,274,228,540</u></b>

## 6. INVESTMENT PROPERTY

The Group's investment property includes several parcels of land, building and improvements which are held for investment purposes only, either to earn rental income or for capital appreciation or both. The gross carrying amounts and accumulated depreciation of investment property at the beginning and end of the reporting periods are shown below.

	<u>June 30, 2016</u> <u>(Unaudited)</u>	<u>December 31, 2015</u> <u>(Audited)</u>
Cost	<b>P 59,675,733,637</b>	P 54,361,605,907
Accumulated depreciation	<b>( 6,673,146,149)</b>	( 6,190,659,719)
Net carrying amount	<b><u>P 53,002,587,488</u></b>	<b><u>P 48,170,946,188</u></b>

A reconciliation of the carrying amounts of investment property at the beginning and end of the reporting periods is shown below.

	<u>June 30, 2016</u> <u>(Unaudited)</u>	<u>December 31, 2015</u> <u>(Audited)</u>
Balance at beginning of period net of accumulated depreciation	<b>P 48,170,946,188</b>	P 37,742,292,122
Additions	<b>5,316,790,175</b>	12,896,131,534
Depreciation charges for the period	<b>( 482,486,430)</b>	( 1,258,572,318)
Reclassifications – net	<b>( 2,662,445)</b>	( 1,175,058,950)
Disposals – net	<u>-</u>	<u>( 33,846,200)</u>
Balance at end of period net of accumulated depreciation	<b><u>P 53,002,587,488</u></b>	<b><u>P 48,170,946,188</u></b>

## 7. DIVIDENDS

There were no dividends declared and paid by the Company for the six months period ended June 30, 2016.

## 8. EARNINGS PER SHARE

Earnings per share is computed as follows:

	<u>June 30, 2016</u> <u>(Unaudited)</u>	<u>June 30, 2015</u> <u>(Unaudited)</u>
Basic:		
Net profit attributable to owners of the parent company	P 7,285,166,019	P 7,506,759,632
Divide by the weighted average number of outstanding common shares	<u>10,146,863,779</u>	<u>10,146,863,779</u>
	<u><u>P 0.7180</u></u>	<u><u>P 0.7398</u></u>
Diluted:		
Net profit attributable to owners of the parent company	P 7,285,166,019	P 7,506,759,632
Divide by the weighted average number of outstanding common shares	<u>10,252,463,779</u>	<u>10,224,555,446</u>
	<u><u>P 0.7106</u></u>	<u><u>P 0.7342</u></u>

As at June 30, 2016 and 2015, there are 105.6 million and 77.7 million potentially dilutive shares, respectively, from the Company's Executive Stock Option Plan. However, such number of dilutive shares has no significant effect on the weighted average number of outstanding common shares and, consequently has no material effect on the 2016 and 2015 diluted EPS.

## 9. RELATED PARTY TRANSACTIONS

The Group's related parties include its stockholders, associates, jointly controlled entities, the Group's key management personnel and retirement fund, and others as described below. The summary of the Group's transactions with its related parties for the periods ended June 30, 2016 and 2015, and the related outstanding balances as at June 30, 2016 and December 31, 2015 are as follows:

Related Party Category	Notes	Amount of Transaction		Outstanding Balance Receivable (Payable)	
		June 30, 2016 <u>(Unaudited)</u>	June 30, 2015 <u>(Unaudited)</u>	June 30, 2016 <u>(Unaudited)</u>	December 31, 2015 <u>(Audited)</u>
<b>Subsidiaries' stockholders:</b>					
Casino transactions	9.2	P 196,827,600	P 1,804,264,346	(P 35,815,265)	(P 31,319,430)
Incidental rebate charges	9.2	397,847,438	155,569,368	( 312,881,329)	( 142,750,108)
Junket sharing expenses	9.2	18,419,817	424,688,072	( 14,694,073)	( 15,090,075)
Management fees	9.3	82,949,956	229,538,843	( 28,630,118)	( 44,043,669)
Accounts payable	9.5	-	11,500,000	( 378,170,512)	( 378,170,512)
Redeemable preferred shares	9.7	41,153,392	36,564,587	( 712,520,750)	( 671,367,358)
Issuance of equity-linked securities	9.8	-	-	( 5,280,000,000)	( 5,280,000,000)

Related Party Category	Notes	Amount of Transaction		Outstanding Balance Receivable (Payable)	
		June 30, 2016 (Unaudited)	June 30, 2015 (Unaudited)	June 30, 2016 (Unaudited)	December 31, 2015 (Audited)
<b>Related party under common ownership:</b>					
Purchase of raw materials	9.1	P 1,060,217,849	P 1,597,592,588	(P 684,507,759)	(P 1,200,024,526)
Purchase of finished goods	9.1	2,673,073	1,974,284	-	( 207,002)
Advances granted	9.4	( 5,835,444)	( 170,154,988)	2,685,283,926	2,691,119,370
<b>Associates –</b>					
Advances granted	9.4	36,583,391	( 2,437,764)	1,317,361,518	1,280,778,127
<b>Others:</b>					
Accounts receivable	9.5	24,266,370	( 1,523,669,554)	297,396,375	273,130,005
Accounts payable	9.5	861,711,371	( 30,685,871)	( 913,870,671)	( 52,159,300)
Advances from joint venture partners and others	9.6	( 81,691,740)	( 90,965,364)	( 1,409,469,089)	( 1,491,160,829)

### 9.1 Purchase of Goods

Emperador imports raw materials such as alcohol, flavorings and other items through Andresons Global, Inc. (AGL). There are also finished goods purchased through AGL. Emperador also imports raw materials from Alcoholera dela Mancha Vinicola, S.L., a wholly owned subsidiary of BLC.

These transactions are payable in cash within 30 days. The outstanding liability related to these purchases is presented as part of Trade payables under the Trade and Other Payables account in the interim consolidated statements of financial position.

### 9.2 Joint Co-operation Agreement with Genting Hongkong, Ltd. (GHL)

Travellers and GHL have a joint co-operation agreement whereby GHL handles the promotion of Travellers' casinos and will bring patrons to play in the casinos. As a consideration for such services, Travellers pays GHL an amount equivalent to a certain percentage of net turnover. However, in 2015, Travellers and GHL discontinued the joint co-operation agreement.

Incidental rebate charges arising from this transaction are presented as part of Advertising and promotions under the Other Operating Expenses account in the interim consolidated statements of comprehensive income. The outstanding balances of payables are presented as part of Trade payables under the Trade and Other Payables account in the interim consolidated statements of financial position.

Travellers also recognized outstanding receivables from GHL representing show money received by GHL from foreign patrons which GHL will later remit to Travellers. The outstanding balances of receivables are presented as part of Trade receivables under Trade and Other Receivables account in the interim consolidated statements of financial position.

Travellers also entered into revenue sharing agreements with a related party junket operator. The outstanding balance from this transaction is presented as part of Other Current Liabilities account in the interim consolidated statements of financial position.

### ***9.3 Operations and Management Agreement with GHL***

Some of Travellers' administrative functions are being handled by certain key officers and employees under the management of GHL as agreed by both parties under the Operations and Management Agreement. Management fees are presented as part of Management fees under the Other Operating Expenses account in the interim consolidated statements of comprehensive income. The outstanding liability arising from this transaction is presented as part of Accrued expenses under the Trade and Other Payables account in the interim consolidated statements of financial position.

### ***9.4 Advances to Associates and Other Related Parties***

Entities within the Group grant advances to associates and other entities for working capital purposes. These advances to associates and other related parties are unsecured, noninterest-bearing and repayable upon demand. Settlement is generally made in cash or through offsetting arrangements. The outstanding balances of Advances to associates and other related parties, which are shown as part of Investments in and Advances to Associates and Other Related Parties account in the interim consolidated statements of financial position, and movements of the account, are presented as follows (these mainly represent advances granted by Megaworld):

	<b>June 30, 2016 (Unaudited)</b>	December 31, 2015 (Audited)
Balance at beginning of period	<b>P 3,971,897,497</b>	P 2,415,056,035
Cash advances granted	<b>70,227,779</b>	1,557,034,759
Collections	<b>( 39,479,832)</b>	( 193,297)
Balance at end of period	<b><u>P 4,002,645,444</u></b>	<u>P 3,971,897,497</u>

As at June 30, 2016 and December 31, 2015, based on management's assessment, the outstanding balances of advances to associates and other related parties are not impaired; hence, no impairment losses were recognized.

### ***9.5 Due from/to Related Parties***

Transactions with related parties include the following: financing of opening of letters of credit and payment of progress billing, royalty fees, rentals, interest and certain expenses in behalf of the entities within Group or other related parties. The amounts due from and to related parties are unsecured, noninterest-bearing and due and demandable any time. Settlement is generally made in cash or through offsetting arrangements. As at June 30, 2016 and December 31, 2015, based on management's assessment, the outstanding balances of due from officers and employees and related parties are not impaired; hence, no impairment losses were recognized.

The details of the Due from/to Related Parties are presented under Trade and Other Receivables and Trade and Other Payables accounts, respectively, in the interim consolidated statements of financial position as follows:

	<b>June 30, 2016 <u>(Unaudited)</u></b>	December 31, 2015 <u>(Audited)</u>
<b><i>Due from Related Parties</i></b>		
Balance at beginning of period	<b>P 273,130,005</b>	P 1,833,035,771
Additions	<b>59,546,910</b>	200,760,828
Collections	<b>( 35,280,540)</b>	( 1,760,666,594)
Balance at end of period	<b><u>P 297,396,375</u></b>	<u>P 273,130,005</u>
<b><i>Due to Related Parties</i></b>		
Balance at beginning of period	<b>P 430,329,812</b>	P 594,494,823
Additions	<b>892,924,023</b>	55,545,720
Repayments	<b>( 31,212,652)</b>	( 219,710,731)
Balance at end of period	<b><u>P 1,292,041,183</u></b>	<u>P 430,329,812</u>

#### **9.6 Non-current Advances from Related Parties**

Certain expenses of entities within the Group are paid for by other related parties. The advances are unsecured, noninterest-bearing, with no repayment terms, and generally payable in cash or through offsetting arrangements. Due to Joint Venture (JV) partners pertain to the share of JV partners in the proceeds from the sale in accordance with various JV agreements entered into by GERI. Total outstanding balance of the accounts is presented as Advances from Related Parties account in the interim consolidated statements of financial position.

Details of Advances from Related Parties are presented as follows:

	<b>June 30, 2016 <u>(Unaudited)</u></b>	December 31, 2015 <u>(Audited)</u>
Advances from related parties	<b>P 899,667,655</b>	P 981,359,395
Advances from JV partners	<b><u>509,801,434</u></b>	<u>509,801,434</u>
	<b><u>P1,409,469,089</u></b>	<u>P1,491,160,829</u>

#### **9.7 Redeemable Preferred Shares**

This pertains to preferred shares issued by GADC in March 2005 to MRO.

### ***9.8 Equity-linked Debt Securities***

In 2014, EMP issued equity-linked debt securities (ELS) instrument to Arran Investment Private Limited amounting to P5.3 billion, with outstanding amount presented as Equity-linked debt securities under Other Non-current Liabilities account in the interim consolidated statements of financial position. The ELS may be converted into 480.0 million common shares of EMP with a par value of P1.0 per share. The ELS bears fixed annual interest rate of 5.0% and variable interest in an amount equal to the dividends that would be payable on the conversion shares if they were issued prior to the date that any dividend is declared by EMP.

### ***9.9 Transactions with the Retirement Plans***

The Group has a formal retirement plan established separately for each significant subsidiary, particularly Megaworld, GERI, GADC, EDI and WML. These plans are defined benefit post-employment plan maintained for qualified employees, administered and managed by trustee banks (except for GERI which is still an unfunded plan).

Unit investment trust fund and equity and debt securities, which are included as plan assets under the fund consist of investments in corporations listed in the PSE. The retirement fund neither provides any guarantee nor surety for any obligation of the Group. The retirement fund also does not have any investments in the Group's shares of stock.

## **10. COMMITMENTS AND CONTINGENCIES**

### ***10.1 Tax Contingencies of Travellers' Casino Operations***

Under the Provisional License Agreement with Philippine Amusement and Gaming Corporation (PAGCOR), Travellers is subject to 25% and 15% license fees, in lieu of all taxes, with reference to the income component of the gross gaming revenues. The license fees are directly remitted by Travellers to PAGCOR as required under the Provisional License Agreement.

Sections 13.2(a) and (b) of Presidential Decree (P.D.) No. 1869, as amended, otherwise known as the PAGCOR Charter, grants PAGCOR an exemption from tax of any kind or form, income or otherwise, as well as fees, charges or levies of whatever nature, whether National or Local, except for the 5% franchise tax on gross revenue or earnings derived by PAGCOR from its operation under its franchise.

The PAGCOR Charter further provides that the tax exemption granted to PAGCOR shall inure to the benefit of and extend to entities with whom PAGCOR has any contractual relationship in connection with the operation of casinos. Pursuant thereto, the Provisional License Agreement entered into by Travellers with PAGCOR included a provision on license fees in lieu of all taxes with reference to the income component of the gross gaming revenues.

In April 2013, however, the Bureau of Internal Revenue (BIR) issued Revenue Memorandum Circulars (RMC) 33-2013 which clarified that PAGCOR, its contractees and its licensees are no longer exempt from corporate income tax under the National Internal Revenue Code of 1997, as amended.



In May 2014, PAGCOR issued Guidelines for a 10% Income Tax Allocation (ITA) measure whereby, effective April 1, 2014, the 25% and 15% license fees were effectively reduced to 15% and 5%, respectively, inasmuch as 10% of the license fees was allocated for income tax on gaming, subject to quarterly and annual true-up mechanisms obliging the licensees to remit to PAGCOR any savings from the excess of the 10% ITA over the actual income tax paid on the gaming revenues.

The ITA measure ceases to be effective and the license fees shall automatically revert to the 25% and 15% rates indicated in the Provisional License Agreement should any of the following circumstances occur:

- (a) The BIR ceases to impose income tax on the licensees, or deletes the provision of RMC 33-2013 which imposes income tax on the licensees;
- (b) A court restrains or enjoins the BIR from implementing the provisions of RMC 33-2013 which imposes income tax on licensees, during the effectivity of such restraining order or injunction. In the event the court withdraws the temporary restraining order (TRO), or if the TRO expires and is not extended, the 10% ITA shall automatically be reinstated;
- (c) A court, by final and executory judgment, nullifies the provision of RMC 33-2013 which imposes income tax on the licensees;
- (d) The Philippine Congress amends or revokes the imposition of corporate income tax on PAGCOR and its contractees and licensees; or,
- (e) Recognition of Entertainment City as a special economic and/or tourism zone with special fiscal incentives for its locators resulting in the same effect as paragraph (d) above.

The 10% ITA measure is in keeping with the true spirit and intent of the terms of the Provisional License Agreement insofar as the license fees are intended and contemplated to be in lieu of all taxes with reference to the income component of the gross gaming revenues while preserving at the same time the financial benefits of the Provisional License Agreement for the Philippine Government. It is neither intended to modify, amend or revise the Provisional License Agreement, specifically Article IV Section 20 on License Fees, nor is it an admission by PAGCOR or Travellers of the validity of RMC 33-2013 or a waiver of any of the remedies available to PAGCOR or its licensees against any assessment on income tax on gaming revenues pursued by BIR.

On December 10, 2014, the Supreme Court (SC) en banc issued a Decision in the case of PAGCOR v. BIR, G.R. No. 215427, confirming that income from gaming operations is subject only to 5% franchise tax, in lieu of all other taxes, under P.D. No. 1869, as amended. The BIR's Motion for Reconsideration of the foregoing pronouncement was denied with finality in a resolution issued by the SC dated March 10, 2015. A similar case filed on behalf of a PAGCOR licensee is pending with the SC as of the end of the reporting period. The Group awaits the final outcome of the said case.

Management is of the opinion that the similar case pending with the SC will result in a positive outcome, considering the unequivocal SC declaration in the PAGCOR v. BIR, G.R. No. 215427 that income from gaming operations is subject only to 5% franchise tax, in lieu of all taxes. Upon finality of the resolution/decision of such case, the 10% ITA measure shall cease to be effective, and the license fees shall automatically revert to the original 25% and 15% rates as indicated in the Provisional License Agreement, in accordance with paragraphs (b) and/or (c) of the foregoing ITA measure.

In view of the foregoing, no provision has been recognized in the interim consolidated financial statements as at the end of the reporting periods for those periods not covered by the ITA measure.

### ***10.2 Other Commitments and Contingencies***

There are other commitments, guarantees and contingent liabilities that arise in the normal course of operations of the Group which are not reflected in the accompanying ICFS. The management is of the opinion that losses, if any, from these items will not have any material impact on the ICFS (see Note 10 to 2015 ACFS).

In addition, there are no material off-balance sheet transactions, arrangements, obligations and other relationships of the Group with unconsolidated entities or other persons created during the reporting period.

## **11. RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Group has various financial instruments such as cash and cash equivalents, financial assets at fair value through profit or loss (FVTPL), available-for-sale (AFS) financial assets, interest-bearing loans, bonds payable, trade receivables and payables and derivative asset and liabilities which arise directly from the Group's business operations. The financial debts were issued to raise funds for the Group's capital expenditures.

The Group does not actively engage in the trading of financial assets for speculative purposes.

The Group is exposed to a variety of financial risks in relation to financial instruments. The main types of risks are market risk, credit risk and liquidity risk.

### ***11.1 Market Risk***

#### ***(a) Foreign Currency Sensitivity***

Most of the Group's transactions are carried out in the functional currencies of the individual subsidiaries making the transactions. The currency exchange risk arises from transactions carried out in currencies other than the functional currency of the subsidiaries.

Such foreign-currency denominated financial assets and financial liabilities, translated into Philippine pesos at period-end closing rate are as follows:

	<u>June 30, 2016 (Unaudited)</u>		<u>December 31, 2015 (Audited)</u>	
	<u>U.S. Dollars</u>	<u>HK Dollars</u>	<u>U.S. Dollars</u>	<u>HK Dollars</u>
Financial assets	P 10,057,432,902	P 1,974,794,703	P 10,145,546,404	P 1,813,558,543
Financial liabilities	( 58,480,684,019)	( 822,446,838)	( 39,079,558,751)	( 383,663,971)
	<u>(P 48,423,251,116)</u>	<u>P 1,152,347,865</u>	<u>(P 28,934,012,347)</u>	<u>P 1,429,894,572</u>

The sensitivity of the consolidated income before tax for the period with regard to the Group's financial assets and the US dollar – Philippine peso exchange rate assumes +/- 8.28% and +/- 6.95% changes in exchange rate for the six months ended June 30, 2016 and for the year ended December 31, 2015, respectively. The HK dollar – Philippine peso exchange rate assumes +/- 8.14% and +/- 6.97% changes for the six months ended June 30, 2016 and for the year ended December 31, 2015, respectively. These percentages have been determined based on the average market volatility in exchange rates in the previous 12 months estimated at 95% level of confidence. The sensitivity analysis is based on the Group's foreign currency financial instruments held at each reporting periods.

If the Philippine peso had strengthened (or weakened) against the U.S. dollar, with all other variables held constant, consolidated income before tax would have increased (or decreased) by P4.0 billion for the six-month period ended June 30, 2016 and P2.0 billion for the year ended December 31, 2015. If in 2016 and 2015, the Philippine peso had strengthened (or weakened) against the HK dollar, with all other variables held constant, consolidated income before tax would have decreased (or increased) by P0.1 billion for both periods.

The Group periodically reviews the trend of the foreign exchange rates and, as a practical move, increases its U.S. dollar-denominated time deposits in times when the Philippine peso is depreciating or decreases its U.S. dollar-denominated placements in times when the Philippine peso is appreciating.

Exposures to foreign exchange rates vary during the period depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the Group's currency risk.

*(b) Interest Rate Sensitivity*

The Group's interest risk management policy is to minimize interest rate cash flow risk exposures to changes in interest rates. At present, the Group is exposed to changes in market interest rates through bank borrowings and cash and cash equivalents, which are subject to variable interest rates. The Group maintains a debt portfolio unit of both fixed and variable interest rates. All other financial assets are subject to variable interest rates.

The sensitivity of the consolidated income before tax for the period to a reasonably possible change in interest rates of +/- 0.27% for Philippine peso and +/- 1.07% for U.S. dollar in 2016, and +/- 0.81% for Philippine peso and +/- 0.53% for U.S. dollar in 2015 with effect from the beginning of the period. These percentages have been determined based on the average market volatility in interest rates, using standard deviation, in the previous 12 months estimated at 95% level of confidence.

The sensitivity analysis is based on the Group's financial instruments held at June 30, 2016 and December 31, 2015, with effect estimated from the beginning of the period. All other variables held constant, the consolidated income before tax would have increased by P0.3 billion for the six-month period ended June 30, 2016 and P0.9 billion for the year ended December 31, 2015. Conversely, if the interest rates decreased by the same percentage, consolidated income before tax would have been lower by the same amount.

### **11.2 Credit Risk**

Generally, the Group's credit risk is attributable to trade and other receivable arising mainly from transactions with approved franchisees, installment receivables, rental receivables and other financial assets.

The Group maintains defined credit policies and continuously monitors defaults of customers and other counterparties, identified either individually or by group, and incorporate this information into its credit risk controls. Where available at a reasonable cost, external credit ratings and/or reports on customers and other counterparties are obtained and used. Franchisees are subject to stringent financial, credit and legal verification process. In addition, accounts receivable are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant. The Group's policy is to deal only with creditworthy counterparties. In addition, for a significant portion of sales, advance payments are received to mitigate credit risk.

With respect to credit risk arising from the other financial assets of the Group, composed of cash and cash equivalents, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

Cash in banks are insured by the Philippine Deposit Insurance Corporation up to a maximum coverage of P500,000 per depositor per banking institution.

Trade and other receivables that are past due but not impaired are as follows:

	<b>June 30, 2016 (Unaudited)</b>	<b>December 31, 2015 (Audited)</b>
Not more than 30 days	<b>P 3,648,045,524</b>	P 2,366,208,718
31 to 60 days	<b>1,731,974,143</b>	1,791,680,836
Over 60 days	<b><u>3,816,924,784</u></b>	<u>2,040,211,996</u>
	<b><u>P 9,196,944,451</u></b>	<u>P 6,198,101,550</u>

### **11.3 Liquidity Risk**

The Group manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long-term financial liabilities as well as cash outflows due in a day-to-day business. Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as on the basis of a rolling 30-day projection. Long-term liquidity needs for a 6-month and one-year period are identified monthly. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of loans, bonds, and preferred shares.

The Group maintains cash to meet its liquidity requirements for up to 60-day periods. Excess cash are invested in time deposits, mutual funds or short-term marketable securities. Funding for long-term liquidity needs is additionally secured by an adequate amount of committed credit facilities and the ability to sell long-term financial assets. In addition, the Group regularly evaluates its projected and actual cash flows. It also continuously assesses conditions in the financial markets for opportunities to pursue fund raising activities, in case any requirements arise. Fund raising activities may include bank loans and capital market issues.

As at June 30, 2016, the Group's financial liabilities have contractual maturities which are presented below.

	Current		Non-current	
	Within	6 to 12	1 to 5	Later than
	6 Months	Months	Years	5 Years
Trade and other payables	P 32,718,965,507	P 5,215,342,386	P -	P -
Interest-bearing loans	23,685,973,467	7,706,307,528	28,490,674,899	1,668,901,098
Bonds payable	486,036,000	486,036,000	46,925,616,807	7,894,450,296
ELS	-	-	6,738,766,650	-
Advances from related parties	-	-	1,409,469,088	-
Redeemable preferred shares	-	-	-	2,832,147,248
Security deposits	56,731,184	13,225,419	69,570,695	153,026,490
Derivative liabilities	-	42,288,385	461,399,465	-
Other liabilities	<u>157,286,315</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<b><u>P 57,104,992,473</u></b>	<b><u>P 13,463,199,718</u></b>	<b><u>P 84,095,497,604</u></b>	<b><u>P 12,548,525,132</u></b>

As at December 31, 2015, the Group's financial liabilities have contractual maturities which are presented below.

	Current		Non-current	
	Within	6 to 12	1 to 5	Later than
	6 Months	Months	Years	5 Years
Trade and other payables	P 31,409,266,533	P 5,004,055,500	P -	P -
Interest-bearing loans	7,037,872,022	21,981,362,227	27,712,275,240	1,358,754,578
Bonds payable	488,168,100	488,168,100	47,720,324,913	7,941,219,038
ELS	-	-	6,738,766,650	-
Advances from related parties	-	-	1,998,248,486	-
Redeemable preferred shares	-	-	-	2,832,147,248
Security deposits	85,641,580	-	44,518,983	137,841,065
Derivative liabilities	10,782,959	-	614,964,522	-
Other liabilities	<u>154,165,026</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<b><u>P 39,185,896,220</u></b>	<b><u>P 27,473,585,827</u></b>	<b><u>P 84,829,098,794</u></b>	<b><u>P 12,269,961,929</u></b>

The contractual maturities reflect the gross cash flows, which may differ from the carrying values of the liabilities at the end of the reporting period.

### 11.4 Other Price Risk Sensitivity

The Group's market price risk arises from its investments carried at fair value (financial assets classified as AFS financial assets). It manages its risk arising from changes in market price by monitoring the changes in the market price of the investments.

For equity securities listed in the Philippines, the observed volatility rates of the fair values of the Group's investments held at fair value and their impact on the equity as at June 30, 2016 and December 31, 2015 are summarized as follows:

	Observed Volatility Rates		Impact on Equity	
	Increase	Decrease	Increase	Decrease
2016 – Investment in equity securities	+37.45%	-37.45%	<b>P 89,848,707</b>	<b>(P 89,848,707)</b>
2015 – Investment in equity securities	+26.31%	-26.31%	<u>P 34,500,401</u>	<u>(P 34,500,401)</u>

The maximum additional estimated loss in 2016 and 2015 is to the extent of the carrying value of the securities held as of these reporting dates with all other variables held constant. The estimated change in quoted market price is computed based on volatility of listed companies at the PSE for the past six months in 2016 and 12 months in 2015 at 95% confidence level.

The investments in listed equity securities are considered long-term strategic investments. In accordance with the Group's policies, no specific hedging activities are undertaken in relation to these investments. The investments are continuously monitored and voting rights arising from these equity instruments are utilized in the Group's favor.

## 12. CATEGORIES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The carrying amounts and fair values of the categories of financial assets and financial liabilities presented in the interim consolidated statements of financial position are shown below.

	June 30, 2016 (Unaudited)		December 31, 2015 (Audited)	
	Carrying Values	Fair Values	Carrying Values	Fair Values
<b>Financial assets</b>				
Loans and receivables:				
Cash and cash equivalents	P 57,532,265,189	P 57,532,265,189	P 68,593,959,027	P 68,593,959,027
Trade and other receivables	76,635,978,776	76,635,978,776	70,856,800,739	70,856,800,739
Other financial assets	<u>2,591,518,107</u>	<u>2,591,518,107</u>	<u>2,230,731,170</u>	<u>2,230,731,170</u>
	<b><u>P 136,759,762,072</u></b>	<b><u>P 136,759,762,072</u></b>	<u>P141,681,490,936</u>	<u>P141,681,490,936</u>
Financial assets at FVTPL –				
Marketable debt and equity securities	<b><u>P 2,188,040,961</u></b>	<b><u>P 2,188,040,961</u></b>	<u>P 8,071,599,462</u>	<u>P 8,071,599,462</u>
AFS Financial Assets:				
Debt securities	<b>P 331,534,454</b>	<b>P 331,534,454</b>	P 1,868,193,490	P 1,868,193,490
Equity securities	<u>239,885,600</u>	<u>239,885,600</u>	<u>320,535,687</u>	<u>320,535,687</u>
	<b><u>P 571,420,054</u></b>	<b><u>P 571,420,054</u></b>	<u>P 2,188,729,177</u>	<u>P 2,188,729,177</u>

	<u>June 30, 2016 (Unaudited)</u>		<u>December 31, 2015 (Audited)</u>	
	<u>Carrying Values</u>	<u>Fair Values</u>	<u>Carrying Values</u>	<u>Fair Values</u>
<b><i>Financial Liabilities –</i></b>				
Financial liabilities at FVTPL.–				
Derivative liabilities	<u>P 503,687,850</u>	<u>P 503,687,850</u>	<u>P 625,747,481</u>	<u>P 625,747,481</u>
Financial liabilities at amortized cost				
Current				
Trade and other payables	<u>P 34,464,910,534</u>	<u>P 34,464,910,534</u>	<u>P 34,438,121,175</u>	<u>P 34,438,121,175</u>
Interest-bearing loans and borrowings	<u>31,088,920,183</u>	<u>31,088,920,183</u>	<u>28,704,613,782</u>	<u>28,704,613,782</u>
Other current liabilities	<u>336,409,087</u>	<u>336,409,087</u>	<u>292,779,105</u>	<u>292,779,105</u>
	<u>P 65,890,239,804</u>	<u>P 65,890,239,804</u>	<u>P 63,435,514,062</u>	<u>P 63,435,514,062</u>
Non-current				
Bonds payable	<u>P 54,401,044,490</u>	<u>P 54,401,044,490</u>	<u>P 54,719,727,451</u>	<u>P 54,719,727,451</u>
Interest-bearing loans and borrowings	<u>29,883,260,208</u>	<u>29,883,260,208</u>	<u>29,071,029,819</u>	<u>29,071,029,819</u>
ELS	<u>5,261,484,000</u>	<u>5,261,484,000</u>	<u>5,259,137,443</u>	<u>5,259,137,443</u>
Redeemable preference shares	<u>1,970,508,650</u>	<u>1,970,508,650</u>	<u>1,929,355,258</u>	<u>1,929,355,258</u>
Due to related parties	<u>1,409,469,089</u>	<u>1,409,469,089</u>	<u>1,491,160,829</u>	<u>1,491,160,829</u>
Security deposits	<u>222,597,185</u>	<u>222,597,185</u>	<u>377,907,641</u>	<u>377,907,641</u>
	<u>P 93,148,363,622</u>	<u>P 93,148,363,622</u>	<u>P 92,848,318,441</u>	<u>P 63,435,514,062</u>

### 13. FAIR VALUE MEASUREMENT AND DISCLOSURES

#### 13.1 Fair Value Hierarchy

The hierarchy groups financial assets and financial liabilities into three levels based on the significance of inputs used in measuring the fair value of the financial assets and financial liabilities. The fair value hierarchy has the following levels:

- Level 1: quoted prices (unadjusted) in active markets or for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the resource or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and,
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The level within which the financial asset or liability is classified is determined based on the lowest level of significant input to the fair value measurement.

For purposes of determining the market value of Level 1, a market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing services, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

### 13.2 Financial Instruments Measured at Fair Value

The table below shows the fair value hierarchy of the Group's classes of financial assets and financial liabilities measured at fair value in the interim consolidated statements of financial position on a recurring basis as at June 30, 2016 and December 31, 2015.

	June 30, 2016 (Unaudited)			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Financial assets at FVTPL –				
Debt and equity securities	P 2,188,040,961	P -	P -	P 2,188,040,961
AFS financial assets:				
Debt securities	180,245,625	65,400,000	85,888,829	331,534,454
Equity securities	239,885,600	-	-	239,885,600
	<b>P 2,608,172,186</b>	<b>P 65,400,000</b>	<b>P 85,888,829</b>	<b>P 2,759,461,015</b>
<b>Financial liability:</b>				
Financial liabilities at FVTPL –				
Derivative liabilities	<b>P 503,687,850</b>	<b>P -</b>	<b>P -</b>	<b>P 503,687,850</b>
	December 31, 2015 (Audited)			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Financial assets at FVTPL –				
Debt and equity securities	P 8,071,599,462	P -	P -	P 8,071,599,462
AFS financial assets:				
Debt securities	1,868,193,490	-	-	1,868,193,490
Equity securities	131,135,359	63,680,000	125,720,328	320,535,687
	<b>P 10,070,928,311</b>	<b>P 63,680,000</b>	<b>P 125,720,328</b>	<b>P 10,260,328,639</b>
<b>Financial liability:</b>				
Financial liabilities at FVTPL –				
Derivative liabilities	<b>P 625,747,481</b>	<b>P -</b>	<b>P -</b>	<b>P 625,747,481</b>

### 13.3 Financial Instruments Measured at Amortized Cost for Which Fair Value is Disclosed

The table below shows the fair value hierarchy of the Group's classes of financial assets and financial liabilities measured at fair value in the interim consolidated statements of financial position on a recurring basis as at June 30, 2016 and December 31, 2015.

	June 30, 2016 (Unaudited)			
	Level 1	Level 2	Level 3	Total
<b>Financial assets:</b>				
Cash and cash equivalents	P 57,532,265,189	P -	P -	P 57,532,265,189
Trade and other receivables	-	-	76,635,978,776	76,635,978,776
Other financial assets	-	-	2,591,518,107	2,591,518,107
	<b>P 57,532,265,189</b>	<b>P -</b>	<b>P 79,227,496,883</b>	<b>P 136,759,762,072</b>
<b>Financial liabilities:</b>				
Current:				
Trade and other payables	P -	P -	P 34,464,910,534	P 34,464,910,534
Interest-bearing loans	-	-	31,088,920,183	31,088,920,183
Other current liabilities	-	-	336,409,087	336,409,087
Non-current:				
Interest-bearing loans	-	-	29,883,260,208	29,883,260,208
Bonds payable	54,401,044,490	-	-	54,401,044,490
ELS	-	-	5,261,484,000	5,261,484,000
Redeemable preferred shares	-	-	1,970,508,650	1,970,508,650
Due to related parties	-	-	1,409,469,089	1,409,469,089
Security deposits	-	-	222,597,185	222,597,185
	<b>P 54,401,044,490</b>	<b>P -</b>	<b>P 104,637,558,936</b>	<b>P 159,038,603,426</b>



	December 31, 2015 (Audited)			
	Level 1	Level 2	Level 3	Total
<i>Financial assets:</i>				
Cash and cash equivalents	P 68,593,959,027	P -	P -	P 68,593,959,027
Trade and other receivables	-	-	70,856,800,739	70,856,800,739
Other financial assets	-	-	2,230,731,170	2,230,731,170
	<u>P 68,593,959,027</u>	<u>P -</u>	<u>P 73,087,531,909</u>	<u>P 141,681,490,936</u>
<i>Financial liabilities:</i>				
Current:				
Interest-bearing loans	P -	P -	P 34,438,121,175	P 34,438,121,175
Trade and other payables	-	-	28,704,613,782	28,704,613,782
Other current liabilities	-	-	292,779,105	292,779,105
Non-current:				
Interest-bearing loans	-	-	29,071,029,819	29,071,029,819
Bonds payable	54,719,727,451	-	-	54,719,727,451
ELS	-	-	5,259,137,443	5,259,137,443
Redeemable preferred shares	-	-	1,929,355,258	1,929,355,258
Due to related parties	-	-	1,491,160,829	1,491,160,829
Security deposits	-	-	377,907,641	377,907,641
	<u>P 54,719,727,451</u>	<u>P -</u>	<u>P 101,564,105,052</u>	<u>P 156,283,832,503</u>

For financial assets and financial liabilities with fair values included in Level 1, management considers that the carrying amounts of those short-term financial instruments approximate their fair values.

The fair values of the financial assets and financial liabilities included in Level 2 and Level 3 which are not traded in an active market is determined by using generally acceptable pricing models and valuation techniques or by reference to the current market value of another instrument which is substantially the same after taking into account the related credit risk of counterparties, or is calculated based on the expected cash flows of the underlying net asset base of the instrument.

When the Group uses valuation technique, it maximizes the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to determine the fair value of an instrument are observable, the instrument is included in Level 2. Otherwise, it is included in Level 3.

#### ***13.4 Investment Property Measured at Cost for which Fair Value is Disclosed***

As at December 31, 2015, the fair value of the Group's investment property amounting to P207.1 billion is classified within Level 3 of the fair value hierarchy. The Level 3 fair value of the investment property was determined using the income approach which is performed with values derived using a discounted cash flow model. Also, there were no transfers into or out of Level 3 fair value hierarchy. There was no valuation update made for the current period.

## **14. CAPITAL MANAGEMENT OBJECTIVES, POLICIES AND PROCEDURES**

The Group's capital management objective is to ensure its ability to continue as a going concern; to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk; and to maintain strong and healthy financial position to support its current business operations and drive its expansion and growth in the future.

There were no changes in the Group's approach to capital management during the period.

	<u>June 30, 2016</u> <u>(Unaudited)</u>	December 31, 2015 <u>(Audited)</u>
Total liabilities	<b>P 220,631,745,412</b>	P 217,536,560,396
Equity attributable to owners of the parent company	<u><b>144,024,175,838</b></u>	<u>137,056,497,134</u>
Debt-to-equity ratio	<u><b>P 1.53 : 1</b></u>	<u>P 1.59 : 1</u>

## 15. SEASONAL FLUCTUATIONS

For Travellers, casino operations tend to experience seasonality in visitations during public holidays, festivals in the Philippines and around South East Asian region.

There were no seasonal aspects that had a material effect on the financial condition or results of operations of the Group.

**ALLIANCE GLOBAL GROUP, INC. AND SUBSIDIARIES**  
**AGING SCHEDULE OF CURRENT TRADE AND OTHER RECEIVABLES**  
**JUNE 30, 2016**  
*(Amounts in Philippine Pesos)*

Current	P	39,992,159,285
1 to 30 days		3,648,045,524
31 to 60 days		1,731,974,143
Over 60 days		<u>3,816,924,784</u>
Total		49,189,103,736
Due from other related parties		<u>297,396,375</u>
<b>Balance as at June 30, 2016</b>	<b>P</b>	<b><u><u>49,486,500,111</u></u></b>