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## Calata Corporation CAL

PSE Disclosure Form CGR-1 - Compliance Report on Corporate Governance  
Reference: Corporate Governance Guidelines for Companies Listed on the Philippine  
Stock Exchange

|                    |              |
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| For the year ended | Dec 31, 2014 |
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| Description of the Disclosure |
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| Calata Corporation's Compliance Report on Corporate Governance for the year ended December 31, 2014. |
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Filed on behalf by:

|             |   |
|-------------|---|
| Name        | Jose Marie Fabella                                |
| Designation | Corporate Secretary/Corporate Information Officer |



**THE PHILIPPINE STOCK  
EXCHANGE, INC. Corporate  
Governance Guidelines  
for  
Listed Companies**

CORPORATE GOVERNANCE GUIDELINES: DISCLOSURE SURVEY

Company Name: Calata Corporation

Date: 26 March 2015

|   | COMPLY | EXPLAIN   |
|---|--------|---|
| <b>Guidelines No.1:<br/>DEVELOPS AND EXECUTES A SOUND BUSINESS STRATEGY</b>   |        |   |
| 1.1 Have a clearly defined vision, mission and core values.   | ✓      |   |
| 1.2 Have a well developed business strategy.  | ✓      |   |
| 1.3 Have a strategy execution process that facilitates effective performance management, and is attuned to the company's business environment, management style and culture.                        | ✓      |   |
| 1.4 Have its board continually engaged in discussions of strategic business issues.   | ✓      |   |
| <b>Guidelines No.2:<br/>ESTABLISHES A WELL-STRUCTURED AND FUNCTIONING BOARD</b>   |        |   |
| 2.1 Have a board composed of directors of proven competence and integrity.  | ✓      |   |
| 2.2 Be led a chairman who shall ensure that the board functions in an effective and collegial manner.   | ✓      |   |
| 2.3 Have at least three (3) or thirty percent (30%),whichever is higher, of its directors as independent directors.   |        | Calata Corporation currently has a 7-seat Board with 2 independent directors in accordance with Sec 38 of the Securities Regulation Code.                     |
| 2.4 Have in place written manuals, guidelines and issuances that routine procedures and processes.  | ✓      |   |
| 2.5 Have Audit, Risk, Governance and Nomination and Election Committees.  |        | Calata Corporation has an Audit Nomination and Election Committees in compliance with Article 3 (K) (i) and (ii) of SEC Revised Code of Corporate Governance. |
| 2.6 Have its Chairman and CEO positions held separately by individuals who are not related to each others.  |        | The Chairman and the CEO positions are currently held by Mr. Joseph H. Calata   |
| 2.7 Have a directors nomination and election process that ensures that all shareholders are given the opportunity to nominate and elect directors individually based on the number of shares voted. | ✓      |   |

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| 2.8 Have in place a formal board and director development program.  |   | The company is still in the process of formally establishing a formal board and director program.   |
| 2.9 Have a corporate secretary.   | √ |   |
| 2.10 Have no shareholder agreement, by-laws provisions, or other arrangements that constrains the directors' ability to vote independently.   | √ |   |
| <b>Guidelines No. 3:<br/>MAINTAINS A ROBUST INTERNAL AUDIT AND CONTROL SYSTEM</b>   |   |   |
| 3.1 Establish the internal audit function as a separate unit in the company which would be overseen at the Board level.   | √ |   |
| 3.2 Have a comprehensive enterprise-wide compliance program that is annually reviewed.  | √ |   |
| 3.3 Institutionalize quality service programs for the internal audit function.  | √ |   |
| 3.4 Have in place a mechanism that allows employees, suppliers and other stakeholders to raise valid issues.  | √ |   |
| 3.5 Have the Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.  | √ |   |
| <b>Guidelines No. 4:<br/>RECOGNIZES AND MANAGES ITS ENTERPRISE RISKS</b>  |   |   |
| 4.1 Have its board oversee the company's risk management function.  | √ |   |
| 4.2 Have a formal risk management policy that guides the company's risk management and compliance processes and procedures.   |   | There is no formal risk policy manual. However, there is sufficient risk management considering that management regularly discloses and reports matters which may cause risk to the Company to manage the risk efficiently. |
| 4.3 Design and undertake its Enterprise Risk Management (ERM) activities on the basis of, or in accordance with, internationally recognized frameworks such as but not limited to, COSO, (The Committee of Sponsoring Organizations of the Treadway Commission) I and II. |   | Please see explanation in 4.2.  |



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| 4.4  | Have a unit at the management level, headed by Risk Management Officer (RMO).   |   | There is no designated risk management officer, however, management regularly discloses and reports on matters which may cause potential risk and promptly take steps to address it. |
| 4.5  | Disclose sufficient information about its risk management procedures and processes as well as the key risks the company is currently facing including how these are being managed.                            | √ |  |
| 4.6  | Seek external technical support in risk management when such competence is not available Internally.  | √ |  |
| <b>Guidelines No. 5:<br/>ENSURES THE INTEGRITY OF FINANCIAL REPORTS AS WELL AS ITS EXTERNAL AUDITING FUNCTION</b>  |   |   |  |
| 5.1  | Have the board Audit Committee approve all non-audit services conducted by the external auditor. The Committee should ensure that the non-audit fees do not outweigh the fees earned from the external audit. | √ |  |
| 5.2  | Ensure that the external auditor is credible, competent, and should have the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.               | √ |  |
| 5.3  | Ensure that the external auditor has adequate quality control procedures.   | √ |  |
| 5.4  | Disclose relevant information on the external auditors.   | √ |  |
| 5.5  | Ensures that the external audit firm is selected on the basis of a fair and transparent tender process.   | √ |  |
| 5.6  | Have its audit committee conduct regular meetings and dialogues with the external audit team without anyone from management present.  | √ |  |
| 5.7  | Have the financial reports attested to by the Chief Executive Officer and Chief Financial Officer.  | √ |  |
| 5.8  | Have a policy of rotating the lead audit partner every five years.  | √ |  |
| <b>Guidelines No. 6:<br/>RESPECTS AND PROTECTS THE RIGHTS OF ITS SHAREHOLDERS, PARTICULARLY THOSE THAT BELONG TO THE MINORITY OR NON-CONTROLLING GROUP</b> |   |   |  |
| 6.1  | Adopt the principle of "one share, one vote."   | √ |  |
| 6.2  | Ensure that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.  | √ |  |
| 6.3  | Have an effective, secure and efficient voting system.  | √ |  |

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| 6.4  | Have effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders.  | √ |   |
| 6.5  | Provide all shareholders with the notice and agenda of the annual general meeting (AGM) at least thirty (30) days before a regular meeting and twenty (20) days before a special meeting.  |   | Distribution of notices to shareholders are in compliance of the minimum requirements of Rule 20 of the Implementing Rules and Regulations of the Securities and Regulation Code – to distribute the information statement at least fifteen (15) business days prior to the date of the shareholder’s meeting and with the provisions under Section 50 of the Corporation Code. |
| 6.6  | Allow shareholders to call a special shareholders meeting, submit a proposal for consideration at the AGM or the special meeting, and ensure the attendance of the external auditor and other relevant individuals to answer shareholder questions in such meetings. | √ |   |
| 6.7  | Ensure that all relevant questions during the AGM are answered.  | √ |   |
| 6.8  | Have clearly articulated and enforceable policies with respect to treatment of minority shareholders.  | √ |   |
| 6.9  | Avoid anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group.  | √ |   |
| 6.10 | Provide all shareholders with accurate and timely information regarding the number of shares of all classes held by controlling shareholders and their affiliates.   | √ |   |
| 6.11 | Have a communication strategy to promote effective communication with shareholders.  | √ |   |
| 6.12 | Have at least thirty percent (30%) public float to increase liquidity in the market.   | √ | Based on PSE records on December 29, 2014 (the last trading day in 2014), Calata Corporation has 34.22% public float which is above the minimum PSE requirement of 10%.   |



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| 6.13  | Have a transparent dividend policy.   | √ |  |
| <b>Guidelines No. 7:<br/>ADOPTS AND IMPLEMENTS AN INTERNATIONALLY-ACCEPTED DISCLOSURE AND TRANSPARENCY REGIME</b>                           |   |   |  |
| 7.1   | Have written policies and procedures designed to ensure compliance with the PSE and SEC disclosure rules, as well as other disclosure requirements under existing laws and regulations.   | √ |  |
| 7.2   | Disclose the existence, justification, and details on shareholders agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.  | √ |  |
| 7.3   | Disclose its director and executive compensation policy.  | √ |  |
| 7.4   | Disclose names of groups of individuals who hold five percent (5%) or more ownership interest in the company, significant cross-shareholding relationship and cross guarantees, as well as the nature of the company's other companies if it belongs to a corporate group.  | √ |  |
| 7.5   | Disclose annual and quarterly consolidated reports, cash flow statements and special audit revisions. Consolidated financial statements shall be published within ninety (90) days from the end of the financial year, while interim reports shall be published within forty-five (45) days from the end of the reporting period.                     | √ |  |
| 7.6   | Disclose to shareholders and the Exchange any changes to its corporate governance manual and practices, and the extent to which such practices conform to the SEC and PSE CG Guidelines.  | √ |  |
| 7.7   | Publish and/or deliver to its shareholders in a timely fashion all information and materials relevant to corporate actions that require shareholder approval.   | √ |  |
| 7.8   | Disclose the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This shall also include the disclosure of the company's purchase of its shares from the market (e.g share buy-back program).  | √ |  |
| 7.9   | Disclose in its annual report the principal risks to minority shareholders associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross- holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company. | √ |  |
| <b>Guidelines No. 8:<br/>RESPECTS AND PROTECTS THE RIGHTS AND INTEREST OF EMPLOYEES, COMMUNITY, ENVIRONMENT,<br/>AND OTHER STAKEHOLDERS</b> |   |   |  |
| 8.1   | Establish and disclose a clear policy statement that articulates the company's recognition and protection of the rights and interests of key stakeholders specifically its employees, suppliers and customers, creditors as well the community, environment and other key stakeholder groups.   | √ |  |

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| 8.2  | Have in place a workplace development program.  | √ |   |
| 8.3  | Have in place a merit-based performance incentive mechanism such as an employee stock option plan (ESOP) or any such scheme that awards and incentivizes employees, at the same time aligns their interests with those of the shareholders.   | √ |   |
| 8.4  | Have in place a community involvement program.  | √ |   |
| 8.5  | Have in place an environment-related program.   | √ |   |
| 8.6  | Have clear policies that guide the company in its dealing with its suppliers, customers, creditors, analysts, market intermediaries and other market participants.  | √ |   |
| <b>Guidelines No. 9:<br/>DOES NOT ENGAGE IN ABUSIVE RELATED-PARTY TRANSACTIONS AND INSIDER TRADING</b> |   |   |   |
| 9.1  | Develop and disclose a policy governing the company's transactions with related parties.  | √ |   |
| 9.2  | Clearly define the thresholds for disclosure and approval for RPTs and categorize such transactions according to those that are considered de minimis or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate of RPT within any twelve (12) month period should be considered for purposes of applying the thresholds for disclosure and approval. | √ |   |
| 9.3  | Establish a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions in shareholders meetings.   |   | The details of these related party transactions are disclosed in the Company's information statement, annual report as well as in its audited financial statements. |
| 9.4  | Have its independent directors or audit committee play an important role in reviewing significant RPTs.   | √ |   |
| 9.5  | Be transparent and consistent in reporting its RPTs. A summary of such transactions shall be published in the company's annual report.  | √ |   |
| 9.6  | Have clear policy in dealing with material non-public information by company insiders.  | √ |   |
| 9.7  | Have a clear policy and practice of full and timely disclosure to shareholders of all material transactions with affiliates of the controlling shareholders, directors or management.   | √ |   |
| <b>Guidelines No. 10:<br/>DEVELOPS AND NURTURES A CULTURE OF ETHICS, COMPLIANCE AND ENFORCEMENT</b>    |   |   |   |



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| 10.1 | Formally adopt a code of ethics and proper conduct that guides individual behavior and decision making, clarify responsibilities, and inform other stakeholders on the conduct expected from company personnel.   | √ |  |
| 10.2 | Have a formal comprehensive compliance program covering compliance with laws and relevant regulations. The program should include appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.  | √ |  |
| 10.3 | Not seek exemption from the application of a law, rule regulation especially when it refers to a corporate governance issue. Should it do so, it has to disclose the reason for such action as well present the specific steps being taken to finally comply with the applicable law, rule or regulation. | √ |  |
| 10.4 | Have clear and stringent policies and procedures on curbing and penalizing company or employee involvement in offering, paying and receiving bribes.  | √ |  |
| 10.5 | Have a designated officer responsible for ensuring compliance with all relevant laws, rules, and regulation, as well as all regulatory requirements.  | √ |  |
| 10.6 | Respect intellectual property rights.   | √ |  |
| 10.7 | Establish and commit itself to an alternative dispute resolution system so that conflicts and difference with counterparties, particularly with shareholders and other key stakeholders, would be settled in a fair and expeditious manner.   | √ |  |

This is to certify that the undersigned reviewed the contents of this document and to the best of my knowledge and belief, the information contained set forth in this documents is true, complete and correct.

Done this 26<sup>th</sup> day of March 2015 in Makati City.



**EDMUND SOLILAPSI**  
Independent director



**MR. JOSEPH H. CALATA**  
President & CEO