



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,

For: **ATTY. REYNALDO A REGALADO**
Insurance Commissioner
Insurance Commission Bldg.
1071 United Nations Avenue,
Manila

Thru: **Anti-Money Laundering and Corporate Governance Division**

Subject: **ANNUAL CORPORATE GOVERNANCE REPORT FOR THE YEAR 2023**

Dear Sir:

In compliance with IC Circular Letter 2020-72 dated 13 June 2020, we are herein submitting the **Annual Corporate Governance Report for the Year 2023** on behalf of the Lakan Mutual Benefit Association, Inc. (LAKAN MBAI).

We hope that you find everything in order.

Respectfully yours,

PBGEN FERDINAND M GARAY (RET)
President



Enrico D. Cleofas
Insurance Commission - Admin.
Records - Receiving

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	Compliant / Non-Compliant	Additional Information	Explanation
THE BOARD GOVERNANCE RESPONSIBILITIES			
Principle 1. The company should be headed by a competent, working board to foster the long-term success and sustainability of the corporation in a manner consistent with its corporate objectives and the long-term best interests of its shareholders and other stakeholders.			
Recommendation 1.1			
1. Board composed of directors with collective working knowledge, experience, or expertise that is relevant to the company's industry/sector.	COMPLIANT	The Lakan MBAI Board of Trustees (BOT) is equipped with collective working knowledge, and experience, and has the appropriate mix of competence and expertise. The majority of the Board of Trustees are retired members of the Philippine National Police (PNP), the Bureau of Jail Management and Penology (BJMP), and Bureau of Fire Protection(BFP). They held primary positions of responsibility in their respective fields when they were still in the active service. Hence, they have a collective knowledge, experience or expertise in public safety sector of which majority of the clients of Lakan MBAI belong.	Of the sixteen (16) members of the Board of Trustees (BOT), ten (10) are retired generals of the Philippine National Police, Bureau of Jail Mgmt and Penology, and Bureau of Fire Protection; three (3) active star-ranks [Chiefs of PNPA, BJMP, and BFP]; two (2) retired with ranks of Colonel; and one (1) with the rank of Police Major -- hence their collective knowledge, experience and expertise is appropriate in association's concerns.
2. The Board of Trustees has an appropriate mix of competence and expertise.			
3. The Board of Trustees remain qualified for their positions individually and collectively to enable them to fulfill their roles and responsibilities and respond to the needs of the organization			
Recommendation 1.2			
1. The Board of Trustees is composed of a majority of non-executive directors.	COMPLIANT	The Board of Trustees of Lakan MBAI consists of Sixteen (16) Members who are retired uniformed public safety officers as follows: nine (9) Trustees were elected by active members while the three (3) Independent Trustees were selected by the BOT. The four (4) Ex-Officio Trustees are the incumbent Chiefs of the Philippines National Police Academy (PNPA), the Bureau of Fire Protection (BFP), and the Bureau of Jail Management and Penology (BJMP), including the President of the Philippine National Police Academy Association Inc. (PNPAAI) who are appointed ex-officio through a board resolution by the Board of Trustees.	Out of the sixteen (16) members of the Board of Trustees, only four (4) are considered as Executive Trustees: (a) Chairman - PCSupt Tomas G Rentoy III (Ret); (b) Vice-Chairman - PCSupt Buenaventura Viray, Jr (Ret); (c) President - PBGen Ferdinand Garay; (d) Vice-President - PBGen Fortunato Guerrero (Ret). The other twelve (12) trustees are considered as non-executive trustees.

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Recommendation 1.3

1. Company provides in its Board Charter or Manual on Corporate Governance a policy on the training of directors.	COMPLIANT	The training of the BOT on the policies on corporate governance is incorporated in the Revised Manual on Corporate Governance (<i>page 49 of this report</i>). Likewise, newly elected members of the Board of Trustees are given orientation and an annual training, update, and review of the Revised Manual on Corporate Governance (<i>page 49 of this report</i>).	
2. Company provides in its Board Charter or Manual on Corporate Governance an orientation program for first-time directors.			
3. Company has relevant annual continuing training for all directors			

Recommendation 1.4

1. Board has a policy on board diversity	COMPLIANT	The Policy on Diversity of Trustees is contained in Section 18 of the Consolidated Corporate Governance Policies (<i>page 100 of this report</i>).	While the Lakan MBAI BOT is presently composed of male trustees but in the past, one of the original incorporators of the association was a female: FCINSP HONEE FRITS ALAGANO (<i>page 35 of this report</i>). We will include another female trustee within the year. Also, since the PNPA had been accepting female cadettes in the last 15 years, we will therefore anticipate that more female trustees could be elected in the near future.
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	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 1.5			
1. Board is assisted in its duties by a Corporate Secretary	COMPLIANT	The Lakan MBAI has a corporate consultant and is currently performing the function of the Corporate Secretary who assists the Board during Board meetings and other relevant tasks of the Board of Trustees.	
2. Corporate Secretary is a separate individual from the Compliance Officer		The Corporate Secretary is Ms. Rosalina V. Bactol, the organization's corporate consultant and she is not the designated Compliance Officer.	
3. Corporate Secretary is not a member of the Board of Directors.		Corporate Secretary is not a member of the Board of Trustees	
4. Corporate Secretary attends training/s on corporate governance.		The Corporate Secretary is a retired Division Manager of the Insurance Commission and has in-depth knowledge of Corporate Governance since she had been attending various seminars on the said topic during her time in the Insurance Commission.	

Recommendation 1.6			
1. Board is assisted by a Compliance Officer	COMPLIANT	The designated Compliance Officer is Trustee Fortunato Guerrero and as part of the management committee, he is responsible for assisting the BOT in complying with the government regulators.	
2. Compliance Officer has a rank of Vice President or an equivalent position with adequate stature and authority in the corporation	COMPLIANT	The Compliance and Alternate Compliance Officers of Lakan MBAI are the following: 1. FORTUNATO G GUERRERO, Vice-President 2. FERDINAND M GARAY, President	<i>(Pages 53, 105 and 107 of this report)</i>

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	Compliant / Non-Compliant	Additional Information	Explanation
3. Compliance Officer is not a member of the board	NON-COMPLIANT		Lakan MBA Compliance Officer is one of the Board of Trustees since its by-laws require that the Vice President should be a Trustee and in accordance with the IC corporate governance policy, the Compliance Officer should have rank not lower than the Vice President. Hence, the Compliance Officer is a member of the Board. However, the Alternate Compliance Officer is part of the management team.

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	Compliant / Non-Compliant	Additional Information	Explanation
4. Compliance Officer attends training/s on corporate governance annually.	NON-COMPLIANT	The designated Compliance Officers had not attended a corporate governance seminar. However, his experience and exposure in government service, including his masteral degree qualification, gives him sufficient experience for the functions and position.	The association is endeavoring to find trainings of this nature. There had been no notice or invitation received by the association to attend such seminar. However, within the year or next year, or as soon as trainings of this nature will be available, we will send our representative to attend a seminar on corporate governance.
Principle 2. The fiduciary roles, responsibilities, and accountabilities of the Board as provided under the law, the company's articles and by-law, and other legal pronouncements and guidelines should be made known to all directors as well as to stockholders and other stakeholders			
Recommendation 2.1			
1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.	COMPLIANT	The Lakan MBAI has formulated a Board of Trustees Evaluation Tool which would be used to evaluate all the trustees on their performance.	The Policy on Performance Evaluation of Trustees is contained in Section 15 (page 95 and 103 of the report) of the Consolidated Corporate Governance Policies.
Recommendation 2.2			
1. Board oversees the development, review, and approval of the company's business objectives and strategy.	COMPLIANT	The Board of Trustees reviews and approves the Annual Plan/Business Objectives and strategy of Lakan MBAI prepared by management.	
2. Board oversees and monitors the implementation of the company's business objectives and strategy to sustain the company's long-term viability and strength.		The Board of trustees ensures the implementation of the set business objectives through the quarterly assessment presented by the management.	
Recommendation 2.3			
1. Board is headed by a competent and qualified Chairperson.	COMPLIANT	The Lakan MBAI is currently headed by Chairman Tomas G. Rentoy III, a very competent and qualified leader particularly in management aspects.	PCSupt Rentoy is an AIM graduate with a Master's in Development Management and finished an executive program with the Harvard/Kennedy School of Business.
Recommendation 2.4			

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	Compliant / Non-Compliant	Additional Information	Explanation
1. Board ensures and adopts an effective succession planning program for directors, key officers, and management.	COMPLIANT	The Succession Plan of the Lakan MBAI Board of Trustees is stated in the Revised Governance Committee Manual (enumerated under Sec 4: duties and responsibilities/term of office and succession of the BOT: <i>pages 47 and 48 of this report</i>)	The Governance Committee Chairman will formulate a additional and specific policy on succession of trustees and it will also include provisions for retirement of trustees.
2. Board adopts a policy on the retirement of directors and key officers.	COMPLIANT		

Recommendation 2.5

1. Board formulates and adopts a policy specifying the relationship between remuneration and performance of key officers and board members.	COMPLIANT	Since the Lakan MBAI is a non-stock, non-profit organization, the Board of Trustees does not receive remuneration and retirement benefits due to the nature of their service that is purely voluntary (<i>Section 6, Article I of the amended By-Laws: page 121 of the report</i>).	As for the remuneration and nomination of key officers, working as office staff, the Lakan MBAI Remuneration and Nomination Committee discusses and decides on their salaries and benefits and then presents them to the Board for further discussion and approval.
2. Board aligns the remuneration of key officers and board members with the long-term interests of the company.			
3. Directors do not participate in discussions or deliberations involving his/her remuneration.			

Recommendation 2.6

1. Board has a formal and transparent board nomination and election policy.		The Lakan MBAI Election Committee is one of the five major committees constituted under Section 4 of the Revised Corporate Governance Manual (<i>page 53 of this report</i>) and detailed therein are the functions of the said committee that included promulgation of additional guidelines, canvassing of returns, eligibility of candidates and voters, documentation of results, and decide election protests.	Additional policies on the election of the Board of Trustees will be formulated and incorporated in the Revised Corporate Governance Manual during the review and amendment of this document by the Corporate Governance Committee.
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.			
3. Board nomination and election policy include how the company accepts nominations from minority shareholders.			

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	Compliant / Non-Compliant	Additional Information	Explanation
4. Board nomination and election policy include how the board reviews nominated candidates.	COMPLIANT		While the election of the BOT is covered by the amended By-Laws of Lakan MBI (<i>pages 121-122 of the report</i>), it is generically enumerated; hence, the mode of nomination, review of qualification of candidates, assessment of the effectivity of the election process, and details on the replacement of trustees must re-issued. These concerns will also be addressed during the review and amendment of the Election Committee Charter.
5. Board nomination and election policy include an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.			
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.			

Recommendation 2.7

1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions	NON-COMPLIANT	At this point in time, the Lakan MBI has no urgent need to formulate policies and systems of governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	The Lakan MBI which is still considered as a small insurance company since it was founded seven (7) years ago and was only given the certificate of authority three years ago. Hence, the involvement of RPT situations is still not needed in its operation.
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions			
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile, and complexity of operations.			

Recommendation 2.8

1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer, and Chief Audit Executive).	COMPLIANT	Section 3, Sub-para II.A. of the Revised Corporate Governance Manual (<i>pages 43 and 44 of the report</i>), provides the board composition, qualifications, nomination and selection, disqualification, and functions of the different executive trustees and other officers. The BOT is primarily responsible for implementing these provisos in the Revised Corp Governance Manual.	
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	Compliant / Non-Compliant	Additional Information	Explanation
2. Board is primarily responsible for assessing the performance of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer, and Chief Audit Executive).		Utilizing the tools (Sections 14 & 15 of the Consolidated Corporate Governance Policies: <i>pages 48, 94 and 95 of this report</i>) for evaluating the Board of Trustees including all employees of Lakan MBAI, the BOT is empowered to conduct the evaluation of the BOT and the employees of Lakan MBAI.	A Performance Evaluation Report (PER) format is provided in each policy (<i>pages 102 and 103 of this report</i>).

Recommendation 2.9

2. Board establishes an effective performance management framework that ensures that personnel's performance is at par with the standards set by the Board and Senior Management.		Aside from the Code of Conduct for Employees (Section 6, Consolidated CG Policies: <i>pages 80-82 of the report</i>) the Performance Evaluation for Employees (Section 14 of the Consolidated CG Policies: <i>pages 94-95 of the report</i>), serves as a management framework for performance.	
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	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 2.10			
1. Board oversees that an appropriate internal control system is in place.	COMPLIANT	Section 9 (<i>pages 86-87 of the report</i>) of the Consolidated Corporate Governance Policies is the internal control system of the Lakan MBAI.	The Corporate Policy on Internal Controls includes determining and managing potential conflicts of interests for all concerned.
2. The internal control system includes a mechanism for monitoring and managing potential conflicts of interest of the Management, members, and shareholders.			
3. Board approves the Internal Audit Charter		The interim policy was discussed and approved by the BOT	Additional guidelines on the duties, functions, and regulations of the audit committee will be formulated.
Recommendation 2.11			
1. Board oversees that the company has in place a sound enterprise risk management (ERM) framework to effectively identify, monitor, assess, and manage key business risks.	COMPLIANT	Section 4 of the Consolidated CG Policies (<i>pages 77-78 of the report</i>) provides the policy of the Lakan MBAI pertaining to identifying, monitoring, assessing, and managing risks.	
2. The risk management framework guides the Board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.		Through the said policy, the Lakan MBAI effectively implements the risk management framework of the Association.	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities, and accountabilities in carrying out its fiduciary duties.	COMPLIANT	The BOT roles, responsibilities, and accountabilities are detailed in the Revised CG Manual (<i>pages 42-53 of the report</i>) and the Consolidated CG Policies (<i>pages 83-84, 87-89, 100 and 103 of the report</i>).	
2. Board Charter serves as a guide to the directors in the performance of their functions.		The Revised CG Manual, the Consolidated CG Policies and the company By-Laws serve as guides for all in the performance of their functions.	
3. Board Charter is publicly available and posted on the company's website		The Revised CG Manual and the Consolidated CG Policies are published in the company website: www.lakanmbai.com	

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Principle 3: Board committees should be set up to the extent possible to support the effective Board's actions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions, and responsibilities of all committees established should be contained in a publicly available Committee Charter

Recommendation 3.1

1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	COMPLIANT	There are six (6) major committees formed under Section 4 of the Revised CG Manual (<i>pages 50-53 of the report</i>): Executive, Nomination & Remuneration, Audit, Investment, Election, and Corporate governance.	
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Recommendation 3.2

1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations.	COMPLIANT	The Audit Committee (<i>page 51 -52 of this report</i>) had its own charter for its guide in the performance of its duties and responsibilities. It includes oversight capabilities, review and approval of audit scope, evaluation of internal/external controls, and review of quarterly, mid-year, and annual financial statements.	
2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman, is independent.			The designated Auditor of Lakan MBAI is the Chairman of the Audit Committee (<i>pages 104 and 112 of the report</i>). They are all non-executive trustees and his members are all independent trustees.
3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing, and finance.			The chairman and the members of the audit committee have the necessary skills and experience in their work.
4. The Chairman of the Audit Committee is not the Chairman of the Board or any other committee.			The chairman of the Audit Committee is not the Chairman of the Board or any other committee.

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	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 3.3			
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	COMPLIANT	The association created the Corporate Governance Committee, under Section 4 of the Revised CG Manual (<i>page 53 of the report</i>), detailing therein its duties and responsibilities as required by the Corporate Governance Code of the Insurance Commission. Likewise, a board resolution (<i>pages 115-116 of the report</i>) was also issued supplementary to the cited regulation on the Manual.	The other functions that were formerly given to the Nomination and Remuneration Committee have been absorbed by the Corporate Governance Committee.
2. Corporate Governance Committee is composed of at least three members, the majority of whom should be independent directors.			The Corporate Governance Committee has three members, one is an independent trustee. Another is the legal officer.
3. Chairman of the Corporate Governance Committee is an independent director.			For lack of trustees who have sufficient training in corporate governance, the chairman of the Corporate Governance Committee is a regular trustee.

Recommendation 3.4			
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.	NON-COMPLIANT		Since the Lakan MBAI is still considered a start-up company and is still small in comparison with other MBAs, the management has opted not to create a Board Risk Oversight Committee for prospective members of this Committee to be given other tasks in furtherance of the goals of the Association. The non-creation of this oversight committee may not be necessary in accordance with the IC Code of Corporate Governance.
2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.			
3. The Chairman of the BROC is not the Chairman of the Board or any other committee.			
4. At least one member of the BROC has relevant thorough knowledge and experience in risk and risk management.			

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Recommendation 3.5

1. The Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.	NON-COMPLIANT		Based on the guidelines of the Corporate Governance Code, this committee (RPT) may be waived depending on the size of the company and the necessity to create the same is on a case-to-case basis. Although there are scarce provisions on RPTs mentioned in the Manual, it is only in anticipation of situations when the company will become larger in the future.
2. RPT Committee is composed of at least three non-executive directors, majority of whom should be independent, including the Chairman.	NON-COMPLIANT		

Recommendation 3.6

1. All established committees have Committee Charters stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources, and other relevant information.	COMPLIANT	Policies for the creation of the different committees of Lakan MBAI have already been published in the Consolidated CG Policies or the Revised CG Manual (<i>pages 50-53 of the report</i>).	All Committees are in the process of making amendments to their respective charters and making them attuned to their mandated functions to be presented to the BOT for approval.
2. Committee Charters provide standards for evaluating the performance of the Committees.		The Governance Committee shall be responsible of evaluating the performance of the Board and every committee.	The Corporate Governance Committee will establish a detailed evaluation procedure and criteria of the different committees.
3. Committee Charters were fully disclosed on the company's website.		All Policies creating the different committees are published on the Lakan MBAI website.	

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	Compliant / Non-Compliant	Additional Information	Explanation
<p>Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.</p>			
<p>Recommendation 4.1</p>			
<p>1. The Trustees attend and actively participate in all meetings of the Board, Committees, and shareholders in person or through tele or videoconferencing conducted in accordance with the rules and regulations of the Commission.</p>	<p>COMPLIANT</p>	<p>Trustees attend all meetings and actively participate therein either personally or through Zoom meetings. They are properly informed in advance of the agenda of every meeting to give them time to review materials related to the different matters to be taken up.</p>	
<p>2. The trustees review meeting materials for all Board and Committee meetings.</p>			
<p>3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.</p>			
<p>Recommendation 4.2</p>			
<p>1. Non-executive directors concurrently serve as directors to a maximum of five Insurance Commission Regulated Entities (ICREs) and publicly listed companies to ensure that they have sufficient time to fully prepare for meetings, challenge Management's proposals/views, and oversee the long-term strategy of the company.</p>	<p>COMPLIANT</p>	<p>The majority of the members of the Board of Trustees do not have any Directorship in any IC Regulated Companies (ICRC) hence they have sufficient time to spend with the BOT of Lakan MBI.</p>	
<p>Recommendation 4.3</p>			
<p>1. The directors notify the company's board where he/she is an incumbent director before accepting a directorship in another company.</p>		<p>Two (2) BOT members have directorship in other ICRCs and the fact has already been disclosed and approved by the concerned board.</p>	

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Principle 5: The Board should endeavor to exercise an objective and independent judgment on a corporate affairs.			
Recommendation 5.1			
1. The Board is composed of at least twenty percent (20%) independent directors	COMPLIANT	Out of the sixteen (16) Lakan MBAI BOT members, there are three (3) Independent Trustees.	Such ratio is almost 20% of the total number of BOT members.
Recommendation 5.2			
1. The independent directors possess all the necessary qualifications and none of the disqualifications to hold the position.	COMPLIANT	The Independent Trustees are all qualified in accordance with the rules and regulations on qualifications as passed by the Board of Election	
Recommendation 5.3			
1. The independent directors serve for a maximum cumulative term of nine years. As far as Insurance Companies are concerned, the foregoing term limit shall be reckoned from 02 January 2015 while the reckoning date for the Pre-Need Companies and Health Maintenance Organizations shall be from 21 September 2016. For the other covered entities, all previous terms served by existing Independent Directors prior to the effectivity of this Circular shall not be included in the application of the term limit prescribed in this item.	COMPLIANT	This limit on the cumulative term of BOT does not affect the Lakan MBAI since it is only in its third year of IC-sanctioned existence. But in the future, it will definitely comply with this regulation.	
2. The company bars an independent director from serving in such capacity after the term limit of nine years.			

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3. In the instance that the company retains an independent director in the same capacity after nine years, the board submits to the Insurance Commission a formal written justification and seeks shareholders approval during the annual shareholders' meeting.			

Recommendation 5.4

1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals	COMPLIANT	The Chairman of the Board and the Chief Executive Officers are distinct from each other. The current Chairman of the Board of Trustees is Lakan Tomas G. Rentoy III, while the President is Lakan Ferdinand M Garay who is the CEO.	
2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	COMPLIANT	Functions of the Chairman of the Board and President/CEO under the amended By-Laws of 2022 (<i>page 124 of the report</i>), approved by the SEC are two different entries (sections 1 and 3, respectively).	The individual duties and responsibilities of the Chairman and CEO are delineated in the Revised Corporate Governance Manual (<i>pages 44 -45 in this report</i>) of Lakan MBAI.

Recommendation 5.5

1. If the Chairman of the Board is not an independent director or where the roles of Chairman and CEO are being held by one person, the Board should designate a lead director among the independent directors.	COMPLIANT	The Independent Directors (Trustees) are Lakan Pedro E Bulaong, Jesse J Sto. Domingo and lakan Romar E Exile	The roles of Chairman and CEO are not being held by one person and the Chairman is not an independent director.
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Recommendation 5.6

1. Directors with a material interest in a transaction affecting the corporation should abstain from taking part in the deliberations for the same.	COMPLIANT	The members of the Board of Trustees do not have material interests in any transactions of the association in compliance with the policy on related party transactions.	
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Recommendation 5.6			
1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance, and risk functions, without any executive directors present to ensure that proper checks and balances are in place within the corporation.	COMPLIANT	The Audit Committee insures that this requirement is complied with.	
2. The meetings are chaired by the lead of the independent director.			

Principle 6: The best measure of the Board's effectiveness through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.

Recommendation 6.1

1. The Board conducts an annual assessment of its performance as a whole.	COMPLIANT	While performance evaluation was conducted for 2023 (<i>pages 140-151 of the report</i>), for 2024 onwards, the Board of Trustees will amend the period of evaluation as follows: Performance Evaluation shall henceforth be for the period of August 2023-July 2024, and for the same period annually. The BOT Performance Evaluation Sheet contained in the Consolidated CG Policies shall likewise be used for this evaluation.	Since elections are held during AGMMs (every second Saturday of July yearly), the elected BOTs assume office during the month of August; hence, the evaluation period should conform on an annual basis: from August the current year to July the following year. The same shall also apply to the different committees which also start their functions on August.
2. The performance of the Chairman is assessed annually by the Board			
3. The performance of the individual member of the Board is assessed annually by the Board.			
4. The performance of each committee is assessed annually by the Board.			
5. Every three years, the assessments are supported by an external facilitator.			The three-year requirement for assessment supported by external facilitator of the performance of each committee will be done this year.

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	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 6.2			
1. Board has in place a system that provides, at the minimum, criteria, and processes to determine the performance of the Board, individual directors, and committees.	COMPLIANT	The Board of Trustees will conduct a Performance Evaluation at the end of July 2024 for the period of August 2023-July 2024 using the BOT Performance Evaluation Sheet Tool.	The system that provides criteria and process of evaluation of the Board of Trustees is contained in Section 15 of the attached Consolidated CG Policies (<i>pages 95-97 of the report</i>).
2. The system allows for a feedback mechanism from the shareholders		The stakeholders can anytime access our website for submission of feedback. Likewise, the Lakan MBAI is very open to the concerns brought to its attention through its social media accounts.	

Principle 7: Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.

Recommendation 7.1

1. Board adopts a Code of Business Conduct and Ethics, which provides standards for professional and ethical behavior, as well as articulates acceptable and unacceptable conduct and practices in internal and external dealings of the company.	COMPLIANT	The Code of Conduct for the Board of Trustees of Lakan MBAI is contained in Section 7 of the attached Lakan MBAI Consolidated CG Policies (<i>pages 83-84 of the report</i>).	Copies of the Code of Conduct for BOT members were distributed to the Board of Trustees for their reference and perusal. The code is likewise mandatorily discussed with all Board of Trustees upon entry and as part of the orientation procedure of Lakan MBAI. The same is prominently published in the company's website.
2. The Code is properly disseminated to the Board, senior management, and employees.			
3. The Code is disclosed and made available to the public through the company website.			

Recommendation 7.2

1. The Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	COMPLIANT		The conduct of Yearly Staff Performance evaluation is the proof of implementation and monitoring of staff compliance with the Code.
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.			Personnel and staff are made to sign a certification that they have read and understood the Revised CG Manual and the Consolidated CG Policies, including the updates thereof.

(Lakan MBAI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
DISCLOSURE AND TRANSPARENCY			
Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.			
Recommendation 8.1			
1. The Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable, and timely report to shareholders and other stakeholders that gives a fair and complete picture of a company's financial condition, results, and business operations.	COMPLIANT	The Corporate Disclosure Policy is contained in Section 16 of the Consolidated Corporate Governance Policies (<i>page 99 of this report</i>).	The Annual Report, Audited Financial Statement, Annual Statement, and other relevant reports that could summarize the financial condition and business operations for the current year are published in the Association's website and made readily available for viewing by our stakeholders.
Recommendation 8.2			
1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	COMPLIANT	Board of Trustees Profiles are available at the association's website	
2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	COMPLIANT	Profiles of key management personnel are available on the website.	
Recommendation 8.3			
1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same in the Annual Corporate Governance Report consistent with ASEAN Corporate Governance Scorecard (ACGS) and the Revised Corporation Code.	COMPLIANT	Section 6, Article I of the Lakan MBAI amended By-Laws states that the members of the Board of Trustees (<i>page 121 of the report</i>) shall not receive any salary due to their voluntary service to the association.	Members of the Board of Trustees do not receive remuneration for their services from the Lakan MBAI.

(Lakan MBAI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
2. Company provides a clear disclosure of its policies and procedure for setting Executive remuneration, including the level and mix of the same in the Annual Corporate Governance Report consistent with the ASEAN Corporate Governance Scorecard (ACGS) and the Revised Corporation Code.		The Remuneration and Nomination Committee Policies of Lakan MBAI had a Salary Scale/Structure that states the rules and regulations that enumerate specific salary, and other remunerations; including modes of termination, retirement provisions, and other benefits for the administrative staff.	
3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.			

Recommendation 8.4

1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions.	COMPLIANT		Situations for related party transaction that is unusual or infrequently occurring are not yet experienced by the association at the moment. Hence, policies are not yet in place. However, it would be included during the review of the Consolidated Corporate Governance Policies.
2. Company discloses material or significant RPTs in its Annual Company Report or Annual Corporate Governance Report, reviewed and approved by the Board, and submitted for confirmation by a majority vote of the stockholders in the annual stockholders' meeting during the year.			

Recommendation 8.5

1. Company's corporate governance policies, programs, and procedures are contained in its Manual on Corporate Governance (MCG).	COMPLIANT	There are two (2) sets of rules and regulations for Lakan MBAI: (1) the Revised CG Manual (<i>pages 30-68 of this report</i>) and (2) the Consolidated CG Policies (<i>pages 69-103 of this report</i>). Copies of these publications are published also in the corporate website.	
2. The Company's MCG is posted on its company website			

(Lakan MBI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
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Principle 9: The company should establish standards for the appropriate selection of an external auditor, and effective oversight of the same to strengthen the external auditor's independence and enhance audit quality

Recommendation 9.1

1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.	COMPLIANT		The Audit Committee had 100% authority to recommend the approval of appointing, reappointing, or removal of the external auditors as well as the fees to be extended to them. All recommendations are duly ratified and approved at the Annual General Membership Meeting.
2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board, and ratified by the shareholders.			
3. For the removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.			

Recommendation 9.2

1. Audit Committee Charter includes the Audit Committee's responsibility on: i. assessing the integrity and independence of external auditors; ii. Exercising effective oversight to review and monitor the external auditor's independence and objectivity; and iii. Exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.	COMPLIANT		All the specific functions of the Audit Committee are embodied in the Audit Committee provisions which are detailed under section 4 of the Revised CG Manua (<i>pages 51-52 of the report</i>). These provisions will be up for updating and review and they will be published on the webpage of the association as soon as the said revised policy is approved by the BOT.
2. Audit Committee Charter contains the Committee's responsibility on reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.			

(Lakan MBAI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 9.3			
1. Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	COMPLIANT	There were no non-audit services rendered by the external auditor for 2023 to the association that would qualify as conflict of interest.	Other policies and guidelines for this non-audit services will be included in the ongoing review, amendment, and update on the Audit Committee charter.
2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor's objectivity		For the 2023 external audit, there were no observed potential conflicts of interest that would impair the external auditor's objectivity.	

Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.

Recommendation 10.1

1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social, and governance (EESG) issues of its business, which underpin sustainability.	COMPLIANT	The Corporate Policy on Social Responsibility is detailed under Section 3 of the Consolidated CG Policies (<i>pages 76-77 of the report</i>), hence the Association has a focused and clear policy on social responsibility. The formulated policy is based on globally recognized framework.	
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues			

(Lakan MBI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
Principle 11: The company should maintain a comprehensive and cost-efficient communication channel for disseminating relevant information. This channel is crucial for informed decision- making by investors, stakeholders, and other interested users.			
Recommendation 11.1			
<hr/>			
1. The company should have a website to ensure a comprehensive, cost-efficient, transparent, and timely manner of disseminating relevant information to the public.	COMPLIANT	lakan web page: www.lakanmbai.com	
Principle 12: To ensure integrity, transparency, and proper governance in the conduct of its affairs, the company should control the system and enterprise risk management framework, a strong and effective internal control system, and enterprise risk management framework.			
Recommendation 12.1			
1. Company has an adequate and effective internal control system in the conduct of its business.	COMPLIANT	The corporate policy on internal controls is spelled out under Section 9 of the Consolidated CG Policies (pages 86-87 of this report) .	

(Lakan MBI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	COMPLIANT	The corporate policy on risk management is spelled out under Section 4 of the Consolidated CG Policies (<i>pages 77-78 of the report</i>).	

Recommendation 12.2

1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.	COMPLIANT	The Lakan MBI has an independent internal auditor.	
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Recommendation 12.3

1. The company has a qualified Chief Audit Executive (CAE) appointed by the Board	COMPLIANT	The Audit Committee chaired by Trustee PGen Nolasco Bathan (<i>page 104 of the report</i>) is responsible for the internal audit activities of Lakan MBI, including the engagement of an External Auditor of the Association. He is also the resident internal auditor of the company.	
2. CAE oversees and is responsible for the internal audit activity of the organization, including that portion that is outsourced to a third-party service provider.			
3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility for managing the fully outsourced internal audit activity.			

Recommendation 12.4

1. The company has a separate risk management function to identify, assess and monitor key risk exposures	NON-COMPLIANT	Since the lakan MBI is still a small insurance company, there is still no need to create a separate entity to implement the risk management strategy.	A comprehensive risk management system is not a priority activity of the Lakan MBI since it is still small and its risk exposures are of tolerable variety.

(Lakan MBI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 12.5			
1. In managing the company's Risk Management System, the company has a Chief Risk Officer (CRO), who is the ultimate champion of Enterprise Risk Management (ERM).	NON-COMPLIANT	Since the lakan MBI is still a small insurance company, there is still no need to designate Chief Risk Officer	
2. CRO has adequate authority, stature, resources, and support to fulfill his/her responsibilities.			

CULTIVATING A SYNERGIC RELATIONSHIP WITH SHAREHOLDERS

Principle 13: The company should treat all shareholders fairly and equitably, and also recognize, protect, and facilitate the exercise of their rights.

Recommendation 13.1

1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	COMPLIANT	Provisions for basic shareholders rights are contained in the Lakan MBI Revised Corporate Governance Manual (Section 6: <i>pages 63-64 of the report</i>) and the Consolidated Corporate Governance Policies (Section 8: <i>pages 84-85 of the report</i>).	These provisions of the manual and policies are published on the association's webpage.
2. Board ensures that basic shareholder rights are disclosed on the company's website.			

Recommendation 13.2

1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 21 days before the meeting.	COMPLIANT	The Notice of the meeting and Agenda for the 2024 Annual General Membership Meeting will be uploaded to the Website 22 days before the AGM.	
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(Lakan MBAI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
Recommendation 13.3			
1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the next working day.	COMPLIANT	Proceedings of the Annual General Membership Meetings (AGMM) of Lakan MBAI are duly recorded and reported not only to the regulatory agencies but also for the consumption of members and other interested parties.	The reports of the AGMM are published on the Lakan MBAI's website.
2. Minutes of the Annual and Special Shareholders' Meetings are available on the company website within five business days from the end of the meeting.			

Recommendation 13.4			
1. Board has an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner	COMPLIANT	The policy on the settlement of disputes between employees is embedded in the Code of Conduct of Employees (Section 6 of the Consolidated CG Policies: <i>pages 80-82 of the report</i>) and included in the Policy on Settlement of Disputes (Section 16 of the Consolidated CG Policies: <i>pages 97-98 of the report</i>).	
2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.			

DUTIES TO STAKEHOLDERS

Principle 14: The right of the stakeholders established by law, by contractual relations, and through voluntary commitments must be respected. Where stakeholders' rights and/or interests are at stake, stakeholders should have the opportunity to obtain prompt effective redress for the violation of their rights.

Recommendation 14.1			
1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth, and sustainability.	COMPLIANT	Included in the Revised Corporate Governance Manual (Section 5: <i>pages 74, 78, and 79</i>) and in the Consolidated CG Policies (Section 8: <i>pages 84-85 of the report</i>).	

Recommendation 14.2			
1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	COMPLIANT	To protect Lakan MBAI stakeholders, the association formulated a mechanism for the fair treatment of stakeholders under Section 8 of the Consolidate CG Policies (<i>pages 84-85 of the report</i>).	

Recommendation 14.3			
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(Lakan MBAI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	COMPLIANT	The process on how stakeholders communicate with the company is contained under Section 8 (<i>pages 84-85 of the report</i>) and the protection of stakeholders is contained under Section 11 (<i>pages 89-90 of the report</i>) of the Consolidated CG Policies.	

Principle 15: A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's goals and participate in its corporate governance processes.

Recommendation 15.1

1. Board establishes policies, programs, and procedures that encourage employees to actively participate in the realization of the company's goals and its governance.	COMPLIANT	Provisions for the participation by stakeholders, including the employees, in the realization of the company's goals and governance, is contained in Section 8 of the Consolidated CG Policies (<i>pages 84-85 of the report</i>).	
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Recommendation 15.2

1. Board sets the tone and makes a stand against corrupt practices by adopting an anti-corruption policy and program in its Code of Conduct.	COMPLIANT	Anti-corruption is one of the centerpieces of the Code of Conduct for Employees and Members of the Board of Trustees.	The provisions of anti-corruption policies are contained in the Lakan MBAI Consolidated CG Policies (Sections 6 and 7; <i>pages 81-84 of this report</i>).
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	COMPLIANT	The Anti-Corruption Policy is discussed during the orientation of new staff for their information and guidance.	The policy is published on the Association's website.

Recommendation 15.3

1. Board established a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation. 2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	COMPLIANT	Lakan MBAI established a whistleblower protection policy duly approved by the Board of Trustees, and the effective implementation of the same is monitored by the BOT.	The policy on whistle-blowing protection is contained in the Consolidated CG Policies (Section 11: <i>pages 89-90 of the report</i>).
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(Lakan MBI)

2024 ANNUAL CORPORATE GOVERNANCE REPORT

	Compliant / Non-Compliant	Additional Information	Explanation
3. Board supervises and ensures the enforcement of the whistleblowing framework			

Principle 16: The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.

Recommendation 16.1

1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business while contributing to the advancement of the society where it operates.	COMPLIANT	The association established a policy on social responsibility included in the Consolidated CG Policies (Section 3: <i>pages 76-77 of the report</i>) that aims to give importance to the principle that business has responsibilities in contributing to the advancement of the community where it operates.	
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CERTIFICATION

The undersigned certify that the responses and explanations set forth in the above Company's annual Corporate Governance Report are true, complete, and correct of our own personal knowledge and/or based on authentic records.

Signed in Quezon City on the MAY 27 2024 of 2024


PCSUPT TOMAS G RENTOY III (Ret)
CHAIRMAN OF THE BOARD


PBGEN FERDINAND M GARAY (Ret)
PRESIDENT/CEO


ROSALINA V. BACTOL
CORPORATE SECRETARY


PBGEN FERDINAND M GARAY (Ret)
CORPORATE GOVERNANCE
ALTERNATE COMPLIANCE OFFICER



PSSUPT JESSE J STO DOMINGO (Ret)
INDEPENDENT TRUSTEE


PCOL PROCOPIO G LIPANA (Ret)
INDEPENDENT TRUSTEE

SUBSCRIBED AND SWORN to before me this MAY 27 2024, by the following who are all personal whom I have identified through competent evidence of identity and their respective identification document as follows:

Name	ID No.	Date/Place Issued
1. PCSUPT TOMAS G RENTOY III (Ret)	D04-91-046379	MANILA
2. PBGEN FERDINAND M GARAY (Ret)	D11-85-003012	MANILA
3. ROSALINA V. BACTOL	3368-7531-0	MANILA
4. PCOL PROCOPIO G LIPANA (Ret)	135-647-868	MANILA
5. PSSUPT JESSE J STO DOMINGO (Ret)	NCR-R150-06868969	MANILA

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Page No. 33
Book No. 174
Series of 2024


Notary Public
ATTY. RUBEN M. AZANES, JR.
NOTARY PUBLIC
UNTIL DECEMBER 31, 2024
PTR No. 5555119, 01/02/2024-Q.C.
IBP No. 384112, 01/01/2024-Quezon City Chapter
Roll of Attorney's No. 46427
Admin Matter No. 025(2023-2024)
MCLE-VII-0018605-05-24-2022
TIN: 140-394-386-000
Bagong Lipunan Crame Q.C.



LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City

BOARD RESOLUTION No: 12-2024

A RESOLUTION APPROVING THE LAKAN MBAI REVISED MANUAL ON CORPORATE GOVERNANCE

WHEREAS, under Section 1, Sub-Para (a) of the Lakan MBAI By-Laws, the Board of Trustees having been vested with the exercise of corporate powers by the Association, is allowed “to make and change rules and regulations not inconsistent with these by-laws for the management of the association's objectives and affairs”;

WHEREAS, under the same section of the Lakan MBAI By-Laws, particularly Sub-Para (e), the Board of Trustees is empowered “to act on any corporate matter not covered by these by-laws, provided such matter does not require the approval or consent of the members”;

WHEREAS, the Insurance Commission through Circular Letter No. 2020-71 dated 13 June 2020 published the Revised Code of Corporate Governance for Insurance Commission Regulated Companies, which served as the guide of Lakan MBAI in formulating its own Manual on Corporate Governance;

WHEREAS, sometime in 2022, the Lakan MBAI formulated a Provisional Manual on Corporate Governance and subsequently published it on its website; however, after studies were made based on the issuances of the Insurance Commission, there is a need to revise some of the provisions included in the said Provisional Manual;

WHEREAS, during the Regular Monthly Meeting of the Board of Trustees held on May 9, 2024, at Room 704, Regalia Tower C, P Tuazon Ave, Cubao Quezon City, the Chairman, and the BOT members present after thorough deliberations, approved the proposed Revised Manual on Corporate Governance;

NOW, THEREFORE, BE IT RESOLVED, AS IT IS NOW RESOLVED to approve the “The Lakan MBAI Revised Manual on Corporate Governance” a copy of which is hereby attached consisting of thirty-seven (37) pages and contained therein are the following sections, to wit:

- a. Section 1 – History and Foundations
- b. Section 2 – Company Profile
- c. Section 3 – Corporate Governance at the Lakan MBAI
- d. Section 4 – The Board of Trustees and Organizational Management
- e. Section 5 – Qualifications, Rights, Duties and Benefits of Members
- f. Section 6 – Stakeholders; and
- g. Section 7 – Supplementary Guidelines

RESOLVED FURTHER THAT the foregoing publication shall be made mandatory reading for all Lakan MBAI members of the Board of Trustees, Officers, staff, and personnel, the same to be published in its website and shall form part of the subject matter of the yearly training/seminar dedicated to this Revised Manual.



LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

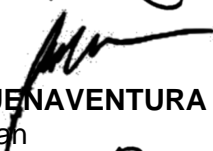
Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City

RESOLVED FINALLY THAT this Revised Manual on Corporate Governance shall be subjected to continuing study and review to make it responsive to the call of the times and that members of the BOT, officers, staff, and members of the Association shall see to it that they could contribute effectively to the further review and study of these policies.

APPROVED this 9th day of May 2024 during its Regular Board Meeting held at Lakan MBAI Office, 704, 7/F Regalia Park Towers C, P. Tuazon, Cubao, Quezon City, Philippines.

APPROVED:


PCSUPT TOMAS G RENTOY III (Ret)
Chairman



PCSUPT BUENAVENTURA M VIRAY JR. (Ret)
Vice-Chairman


PBGEN MARIO M RARIZA JR. (Ret)
Treasurer



USEC SERAFIN P BARRETTO JR. CESO IV
Trustee


PSSUPT PROCOPIO G LIPANA (Ret)
Trustee


PSSUPT JESSE J STD. DOMINGO (Ret)
Independent Trustee


PBGEN FERDINAND M GARAY (Ret)
President


PBGEN FORTUNATO G GUERRERO (Ret)
Vice-President



PBGEN NOLASCO K BATHAN (Ret)
Auditor


JDIR ROSENDO M DIAL (Ret), PhD
Trustee


PCSUPT PEDRO E BULAONG (Ret)
Independent Trustee


PMAJ ROMAN A EXILE
Independent Trustee

Attested:


MS. ROSALINA V. BACTOL
Board Secretary
Board Secretary



LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City

BOARD RESOLUTION No: 13-2024

A RESOLUTION APPROVING THE LAKAN MBAI CONSOLIDATED CORPORATE GOVERNANCE POLICIES

WHEREAS, under Section 1, Sub-Para (a) of the Lakan MBAI By-Laws, the Board of Trustees having been vested with the exercise of corporate powers by the Association, is allowed “to make and change rules and regulations not inconsistent with these by-laws for the management of the association's objectives and affairs”;

WHEREAS, under the same section of the Lakan MBAI By-Laws, particularly Sub-Para (e), the Board of Trustees is empowered “to act on any corporate matter not covered by these by-laws, provided such matter does not require the approval or consent of the members”;

WHEREAS, the Insurance Commission through Circular Letter No. 2020-71 dated 13 June 2020 published the Revised Code of Corporate Governance for Insurance Commission Regulated Companies, which served as the guide of Lakan MBAI in formulating its Consolidated Policies on Corporate Governance;

WHEREAS, the Revised Corporate Governance Manual has just been recently approved by the Board of Trustees, but the said issuance has a limited scope and coverage hence, there is a need to issue additional policies to implement further various provisions of the corporate governance framework of the Lakan MBAI; hence, there is a need to formulate additional guidelines and policies pertaining the corporate governance of Lakan MBAI;

WHEREAS, during the Regular Monthly Meeting of the Board of Trustees held on May 9, 2024, at Room 704, Regalia Tower C, P Tuazon Ave, Cubao Quezon City, the Chairman and the BOT members present after thorough deliberations, approved the proposed Consolidated Corporate Governance Policies;

NOW, THEREFORE, BE IT RESOLVED, AS IT IS NOW RESOLVED to approve the “The Lakan MBAI Consolidated Corporate Governance Policies,” a copy of which is hereby attached consisting of twenty-nine (29) pages and contained therein are the following sections, to wit:

- a. Section 1 – Overview
- b. Section 2 – Lakan MBAI Corporate Strategy
- c. Section 3 – Corporate Policy on Social Responsibility
- d. Section 4 – Corporate Policy on Risk Management
- e. Section 5 – Corporate Policy on Transparency
- f. Section 6 – Employee Code of Conduct
- g. Section 7 – Board of Trustees Code of Conduct
- h. Section 8 – Corporate Policy on Stakeholders Engagement
- i. Section 9 – Corporate Policy on Internal Controls
- j. Section 10 – Corporate Policy on Disciplinary Procedures
- k. Section 11 – Corporate Whistleblower Policy
- l. Section 12 – Policy on Use and Maintenance of Equipment



LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City


- m. Section 13 – Health and Safety Policy
- n. Section 14 – Performance Evaluation of Personnel Policy
- o. Section 15 – Performance Evaluation of Trustees
- p. Section 16 – Policy on Settlement of Disputes
- q. Section 17 – Policy on Disclosure
- r. Section 18 – Policy on Board Diversity and Inclusion


RESOLVED FURTHER THAT the foregoing publication shall be made mandatory reading for all Lakan MBI members of the Board of Trustees, Officers, staff, and personnel, the same to be published in its website and shall form part of the subject matter of the yearly training/seminar dedicated to this consolidated policies.

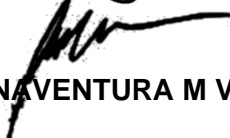
RESOLVED FINALLY THAT this Consolidated Corporate Governance Policies shall be subjected to continuing study and review to make it responsive to the call of the times and that members of the BOT, officers, staff, and members of the Association shall see to it that they could contribute effectively to the review and study of these policies.

APPROVED this 9th day of May 2024 during its Regular Board Meeting held at Lakan MBI Office, 704, 7/F Regalia Park Towers C, P. Tuazon, Cubao, Quezon City, Philippines.

APPROVED:


PCSUPT TOMAS G RENTOY III (Ret)
Chairman


PBGEN FERDINAND M GARAY (Ret)
President


PCSUPT BUENAVENTURA M VIRAY JR. (Ret)
Vice-Chairman


PBGEN FORTUNATO G GUERRERO (Ret)
Vice-President


PBGEN MARIO N RARIZA JR. (Ret)
Treasurer


PBGEN NOLASCO K BATHAN (Ret)
Auditor


USEC SERAFIN P BARRETTO JR. CESO IV
Trustee


JDIR ROSENDO M DIAL (Ret), PhD
Trustee



PSSUPT PROCOPIO G LIPANA (Ret)
Trustee


PCSUPT PEDRO E BULAONG (Ret)
Independent Trustee


PSSUPT JESSE J STO.DOMINGO (Ret)
Independent Trustee


PMAJ ROMAN A EXILE
Independent Trustee

Attested:


MS. ROSALINA V. BACTOL
Board Secretary



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower Regalia Park Towers, 150-P. Tuazon Ave. Cubao, Quezon City

LAKAN MUTUAL BENEFIT ASSOCIATION, INCORPORATED **CORPORATE GOVERNANCE POLICIES**

Section 1: **OVERVIEW**

I. THE LAKAN MBAI CORPORATE GOVERNANCE

The Insurance Commission through Circular Letter No. 2020-71 dated 13 June 2020 published the Revised Code of Corporate Governance for Insurance Commission Regulated Companies, which served as the guide of Lakan MBAI in formulating these policies on Corporate Governance. Based on this issuance, corporate governance in the Lakan MBAI took shape as the system of rules, practices, and processes by which the Association is directed and controlled. It involves balancing the interests of the company's many stakeholders, such as members, trustees, customers, suppliers, government regulators, and the community. Since corporate governance provides the framework for attaining the Association's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.

The basic principles then of Lakan MBAI corporate governance are accountability, transparency, fairness, responsibility, and risk management. These practices help build trust with prospective members, the community, and public officials. Corporate governance provides stakeholders with a clear idea of the Association's direction and business integrity. It promotes long-term financial viability, opportunity, and returns.

Accountability, transparency, fairness, and responsibility are essential for building strong corporate governance practices within organizations. These pillars ensure that our company is held responsible for its actions, operates openly and transparently, treats all stakeholders fairly, and acts responsibly towards society and the environment.

II. THE PILLARS OF LAKAN MBAI CORPORATE GOVERNANCE

Transparency in the concept of Lakan MBAI refers to the principle that allows those affected by administrative decisions and business transactions to know not only the basic facts and figures but also the mechanisms and processes. It is one of the four pillars of corporate governance, together with accountability, responsibility, and fairness. Transparency is often associated with good corporate governance, as it is assumed that being morally good by being transparent correlates with being trustworthy.

Accountability in corporate governance at the Lakan MBAI pertains to the principle that the Board of Trustees should be responsible for its actions and decisions, not only to its investors but also to other stakeholders such as employees, customers, and the community. This means that

the association should be transparent about its performance in non-financial areas such as social responsibility, sustainability, and corporate governance. Corporate accountability is an essential concept for investors and shareholders concerned with ethical investing.

In the concept of Lakan MBAI's corporate governance, fairness refers to the treatment of all those with interests in the company. It means protecting the rights of shareholders and ensuring fair treatment of the company's various stakeholders, including trustees and officers, employees, the community, and public officials and entities with which the company interacts. Fairness is important because it allows the corporation to run smoother in several respects, such as positive and healthy relationships between management and employees.

Responsibility is a two-way street between members and the Board of Trustees of Lakan MBAI. If Trustees are in the job on the say-so of members, they are answerable to those members. The board is responsible for fulfilling members' wishes. That involves shepherding a company away from risk, around challenges, and towards success while staying true to its mission, respecting the law of the land, and the sensitivities of the politics around it. It's a difficult job, but this is what responsibility truly means. One of the BOT's most important functions is to select a Chairman or a President who will enable the company and its workers to achieve their full potential.

No matter what decision the Lakan MBAI Board of Trustees takes, they should be able to back it up with facts supporting the choice. Important decisions of the Board of Trustees will inevitably lead to questions, but it should not be considered a bad thing – merely a sign of useful engagement and due diligence. The reasons for appointing anyone in a specific position over other candidates, or why the Board of Trustees selected a priority over what seemed to be a more important priority over another come into focus, and the Board of Trustees members must be able to explain their choices of priority.

Section 2: LAKAN MBAI CORPORATE STRATEGY

1. PURPOSE and SCOPE

a. This corporate strategy policy establishes guidelines and procedures for the development and implementation of the Lakan MBAI, with the end view of providing direction and focus for the organization to achieve its long-term goals, objectives, and sustainable growth.

b. This policy applies to all employees, management staff, the Board of Trustees, and all committees and offices created within the organization. It covers activities and operations carried out by the organization, including strategic planning, goal setting, resource allocation, performance evaluation, and continuous improvement.

2. STRATEGY DEVELOPMENT PROCESS

In developing this strategy and in any other similar endeavors, the Association will regularly establish and utilize a strategic planning process that involves the participation and input of key stakeholders. This process will include the following steps:

a. Environmental Analysis: Conduct a thorough analysis of the internal and external factors that impact the organization's performance and competitive landscape.

b. Objective Setting: Define clear and measurable strategic objectives that align with the organization's mission and vision.

- c. Strategy Formulation: Develop a comprehensive strategy that outlines the actions and initiatives necessary to achieve the defined objectives.
- d. Resource Allocation: Determine the necessary resources, including financial, human, and technology, required to execute the strategy effectively.
- e. Implementation Plan: Develop a detailed plan that outlines the timelines, responsibilities, and milestones for executing the strategy.
- f. Monitoring and Evaluation: Regularly monitor progress towards strategic objectives and evaluate the effectiveness of the strategy. Make necessary adjustments and improvements as required.

3. STRATEGIC OBJECTIVES

Lakan MBAI will establish specific, measurable, achievable, realistic, and time-bound (SMART) objectives to guide the implementation of the corporate strategy. These objectives should therefore be aligned with the organization's long-term goals and provide a clear direction.

- a. *Specific*: The goal is well-defined, clear, and unambiguous. It answers questions like: What are the concrete steps in the plan? Who is necessary to make it happen? Where will the participant's efforts take place? Why is this valuable to the long-term strategy? How should it be prioritized compared to other goals?
- b. *Measurable*: A goal is measurable when it can be quantified or when there is a clear indicator of progress towards the achievement of the goal. This means that there should be a clear way to track progress and determine when the goal has been achieved. It's important to have measurable goals to be able to track progress and adjust strategies if necessary.
- c. *Achievable*: The goal should be challenging and motivational but should be within attainable levels. If a target is set too high, it can cause stress and decrease the chance of reaching it. Likewise, if a target is set too low, it inhibits enthusiasm and encourages complacency.
- d. *Realistic*: The goal should be ambitious but still possible to achieve given the available resources and constraints. It's about ensuring that the goal is within reach. A realistic goal is not only achievable but also challenging enough to motivate. It requires pushing without setting the bar so high that it leads to frustration or burnout. It's about finding the right balance between what's challenging and what's achievable.
- e. *Time-bound*: The goal has a clear deadline. This helps motivate everyone to complete their assigned task within the allotted time.

4. RESOURCE ALLOCATION AND PERFORMANCE EVALUATION

RESOURCE ALLOCATION - The Association will allocate the necessary resources to support the execution of this corporate strategy. This includes financial resources, human resources, technology, and other assets required to achieve the strategic objectives. Resource allocation is crucial for the following reasons:

- a. *Optimal Utilization of Resources*: Resource allocation helps the Association utilize resources optimally for profitability and sustainability. Wisely assigning available resources for which the same is intended contributes to ensuring maximum utilization of resources.

b. *Efficient Mission Delivery*: Efficient allocation of organizational resources ensures projects are delivered within time and budget.

c. *Promotes Company Objectives*: Resource allocation is the process of strategically assigning available resources to a task or project in support of business objectives.

d. *Facilitates Proper Execution of Tasks*: When a company strives to reach its vision and goal, resource allocation plays an important part in facilitating the proper execution of tasks by resources that can help achieve and fulfill specific project needs.

e. *Minimizes Waste and Reduces Idle Time*: Just-in-time resource allocation must be adopted as a strategy that aims to allocate resources precisely when they are needed, thereby minimizing waste and reducing idle time.

PERFORMANCE EVALUATION: The Association will likewise adopt an effective performance evaluation scheme to monitor individual and collective compliance with the required performance. A good performance evaluation system plays a crucial role in corporate strategy for several reasons:

a. *Encourages Positive Performance and Behavior*: The evaluation process should encourage positive performance and behavior. It can also be used as a tool to develop employees.

b. *Provides Feedback*: Performance evaluations provide feedback on how well an employee is performing in their job. This feedback can help employees understand what they do well, where they can improve, and what steps they need to take to improve performance.

c. *Basis for Decisions*: Performance evaluations can provide a basis for pay raises, promotions, or even disciplinary actions. They help ensure that these decisions are made fairly and objectively, based on an employee's actual performance rather than perceptions or biases.

d. *Aligns with Business Objectives*: Performance management is crucial because it aligns individual employee's work with the overall goals of the company. It shows what is expected from the employees, particularly key performance indicators, targets to shoot for, milestones to gauge progress, and insights that help make better decisions.

e. *Improves Employee Retention and Satisfaction*: Performance appraisals provide feedback on how to improve an organization's processes towards improved employee retention, satisfaction—and, subsequently, performance. They promote a stronger company culture where the employee's growth is valued as much as the company's overall progress.

f. *Strategic Evaluation*: Strategic evaluation provides a business with an opportunity to reflect on its performance relative to its goals. It determines whether or not it met these goals, as well as the degree of variance, and guides it toward taking corrective action.

5. STAKEHOLDERS ENGAGEMENT

The Lakan MBAI engages key stakeholders, including employees, customers, shareholders, suppliers, and the community, in the development and implementation of the corporate strategy. This will ensure the strategy reflects the needs and expectations of all

stakeholders and enables effective collaboration. The participation of stakeholders in this endeavor plays a crucial role in corporate governance for these reasons:

a. *Influence on Corporate Governance:* Many stakeholders play an important role in corporate governance, which includes the company strategy, planning, values, ethics, risk management, compensation, and more. Each stakeholder group has a distinct role to play, with different interests and differing levels of impact and influence.

b. *Success of the Organization:* Engaging with stakeholders is crucial to the success of any organization. An effective strategic plan can only come from stakeholder engagement. Stakeholder opinions and insights are incredibly valuable in the early stages of the planning and development processes.

c. *Translates Stakeholder Needs into Organizational Goals:* Effective engagement helps translate stakeholder needs into organizational goals and creates the basis of effective strategy development.

d. *Fosters Responsible and Ethical Decision-Making:* Integrating stakeholder engagement into corporate governance is a critical step toward fostering responsible and ethical decision-making. By actively involving stakeholders and considering their diverse perspectives, organizations can enhance transparency, improve decision-making, and build long-term trust and loyalty³.

e. *Accountability to the Company and Shareholders:* Good corporate governance helps ensure that corporations take into account the interests of a wide range of constituencies, as well as of the communities within which they operate, and that their boards are accountable to the company and the stakeholders.

6. RISK MANAGEMENT

The Association must identify and assess potential risks and uncertainties associated with the corporate strategy. A risk management plan shall be developed and implemented to mitigate risks and ensure the successful execution of the strategy. Here is how it contributes to the corporate strategy:

a. *Informing Strategic Decisions:* Risk management provides valuable insights that inform strategic decisions. It helps identify potential threats and opportunities, enabling companies to make informed choices about their strategic direction.

b. *Mitigating Risks:* Effective risk management helps mitigate risks that could potentially derail the achievement of strategic objectives. It involves identifying potential risks, assessing their impact, and developing strategies to manage them.

c. *Enhancing Performance:* By managing risks effectively, companies can enhance their performance and achieve their strategic objectives. It puts the power in leaders' hands to avoid potential obstacles to success and maximize their performance.

d. *Promoting Sustainability:* Risk management promotes the sustainability of the organization by ensuring that it can withstand adverse events and continue to operate effectively.

7. CONTINUOUS IMPROVEMENT

With the foregoing, the association commits itself to continuous improvement in its corporate strategy. This policy will be periodically reviewed to ensure its effectiveness and relevance to the organization's strategic objectives. This will involve regular reviews and evaluations of the strategy's effectiveness, identifying areas for improvement, and implementing necessary changes. The organization will also stay abreast of industry trends, market conditions, and emerging opportunities to adapt the strategy as needed.

Section 3: CORPORATE POLICY ON SOCIAL RESPONSIBILITY

I. INTRODUCTION

Lakan MBAI recognizes the importance of integrating social responsibility into the corporate governance framework. We are committed to conducting business ethically and sustainably, and we believe that success should be measured not just by financial performance but also by the positive impact we have on society and the environment. This Corporate Governance Policy on Social Responsibility outlines our commitment to social responsibility and provides guidelines for ensuring its effective implementation throughout the organization.

II. PRINCIPLES: The company's approach to social responsibility is guided by the following principles:

a. Ethical Conduct: We uphold the highest standards of integrity, honesty, and fairness in all our business practices. It helps build trust and credibility and can lead to a positive outcome for everyone involved.

b. Environmental Sustainability: We prioritize sustainable practices that minimize our environmental impact, promote resource conservation, and seek to mitigate climate change.

c. Community Engagement: We actively engage with the communities in which we operate, contributing to their well-being, supporting local initiatives, and respecting the culture and values of the communities we work with.

d. Stakeholder Collaboration: We value open and transparent communication with our stakeholders, including employees, customers, suppliers, shareholders, and society at large, to understand their concerns and integrate them into our decision-making processes.

III. RESPONSIBILITIES: To effectively implement Lakan MBAI's social responsibility initiatives, we define the following responsibilities:

a. Board of Trustees: The Board of Trustees ensures that social responsibility is integrated into the overall corporate governance framework. They oversee the establishment of policies, engage in regular reviews, and monitor performance against social responsibility objectives.

b. Management: Management is responsible for creating a culture that prioritizes social responsibility and incorporates it into the core business strategy. They allocate resources,

set targets, and should regularly present and discuss social responsibility prospects and initiatives with the other members of the Board.

c. *Employees*: All employees are expected to comply with social responsibility policies and actively contribute to their implementation. They should demonstrate responsible behavior, engage in ethical decision-making, and raise concerns or suggestions regarding our social responsibility practices.

IV. IMPLEMENTATION – To effectively implement the Association’s social responsibility initiatives, it commits to the following actions:

a. *Risk Assessment and Management*: We conduct regular assessments of social and environmental risks associated with our operations and supply chain. We employ risk management strategies to identify, prevent, and mitigate any negative impacts.

b. *Compliance and Codes of Conduct*: We establish and enforce policies, codes of conduct, and standards to ensure compliance with applicable laws, regulations, and international standards related to social responsibility.

c. *Stakeholder Engagement*: We actively engage with our stakeholders, seeking their input, addressing their concerns, and sharing information transparently about our social responsibility initiatives.

d. *Employee Training and Awareness*: We provide regular training and awareness programs to educate employees on social responsibility and equip them with the knowledge and skills necessary to contribute to our responsible business practices.

e. *Measurement and Reporting*: We establish clear metrics, tracking systems, and reporting mechanisms to monitor and measure our social responsibility performance. Regular reports will be issued to stakeholders to inform and assure them of our progress.

V. CONTINUAL IMPROVEMENT

The association is committed to continually improve its social responsibility practices. There is a need to regularly assess and review policies, procedures, and initiatives to identify areas for improvement and implement necessary changes. Feedback from employees, stakeholders, and experts to enhance our social responsibility performance is encouraged.

Section 4: CORPORATE POLICY ON RISK MANAGEMENT

I. INTRODUCTION

The Lakan MBAI understands that managing risks effectively is crucial to the success of the organization. It is committed to implementing a comprehensive risk management framework that enables the identification, assessment, mitigation, and monitoring risks across all aspects of operations. This policy outlines the approach to risk management and sets out the responsibilities and processes for managing risks within the organization.

II. OBJECTIVES – The objectives of Lakan MBAI’s risk management policy are:

1. To identify and assess risks that may impact the achievement of our strategic objectives, financial stability, operational efficiency, and reputation.
2. To implement appropriate risk mitigation measures to minimize the probability and impact of identified risks.
3. To ensure effective risk communication, reporting, and monitoring throughout the organization.
4. To embed a risk-aware culture that promotes proactive risk management and accountability at all levels.

III. RISK MANAGEMENT FRAMEWORK – The Association has established a risk management framework that encompasses the following key components:

1. *Risk Identification*: We identify risks through a systematic process that considers internal and external factors, including industry trends, regulatory changes, and emerging risks. We encourage all employees to report potential risks and maintain an open and transparent communication channel for risk identification.

2. *Risk Assessment*: We assess risks based on their potential impact and likelihood of occurrence. This includes evaluating the severity of the risk, its potential financial and reputational consequences, and the adequacy of existing controls.

3. *Risk Mitigation*: We develop and implement risk mitigation strategies to reduce the probability and impact of identified risks. This may involve implementing control measures, developing contingency plans, or transferring risks through insurance or contractual arrangements.

4. *Risk Monitoring and Reporting*: We regularly monitor and review risks to ensure their continued relevance and effectiveness of mitigating measures. We establish reporting mechanisms to track and report on risk status, including regular reporting to senior management and the board of directors.

IV. ROLES AND RESPONSIBILITIES

1. *Board of Trustees and Management*: The Board of Trustees and Management is responsible for fostering a risk-aware culture, setting risk tolerance levels, and providing guidance on risk management practices. They are also responsible for monitoring and addressing significant risks and ensuring appropriate resources are allocated for risk management activities.

2. *Risk Management Committee*: A risk management committee, comprising members of the Board of Trustees, is responsible for overseeing and coordinating risk management activities. The committee reviews and evaluates risks, develops risk mitigation strategies, and provides recommendations to the Board of Trustees and Management.

3. *Association's Sections and Other Offices*: Each unit of Lakan MBI is responsible for identifying and managing risks specific to its area of operation. They are accountable for monitoring risks, and reporting them if it is outside of their activities.

4. Employees: Employees have a responsibility to proactively identify and report risks, comply with risk management policies and procedures, and actively participate in implementing risk mitigation efforts.

Section 5: **CORPORATE POLICY ON TRANSPARENCY**

I. INTRODUCTION

The Lakan MBAI believes that transparency is vital to building trust, fostering effective communication, and maintaining ethical business practices. It is committed to being open, honest, and accountable in its dealings with stakeholders, employees, customers, investors, suppliers, and the wider community.

II. PRINCIPLES – The Association’s approach to transparency is guided by the following principles:

a. Open Communication: We strive to maintain open lines of communication with our stakeholders, providing them with accurate and timely information about our operations, policies, and performance.

b. Disclosure of Information: We proactively disclose relevant information to stakeholders, including financial reports, corporate governance practices, sustainability initiatives, and any other information necessary for stakeholders to make informed decisions.

c. Accessibility: We ensure that information is readily accessible and easily understood by stakeholders, using clear and concise language, and utilizing various communication channels such as websites, reports, and meetings.

d. Confidentiality and Privacy: While promoting transparency, we also respect the confidentiality and privacy of sensitive and personal information. We handle such information with utmost care and in compliance with applicable laws and regulations.

III. RESPONSIBILITIES: To ensure the effective implementation of transparency throughout our organization, we define the following responsibilities:

a. Board of Trustees: The Board of Trustees is responsible for promoting and overseeing transparency within the company. They actively engage in discussions on disclosure practices and set guidelines for the release of information to stakeholders.

b. The Board of Trustees and Management: The Board of Trustees and Management are responsible for fostering a culture of transparency within the organization. They must lead by example and ensure that information is shared promptly and accurately with stakeholders.

c. Employees: All employees are expected to support and contribute to a transparent environment. They should disclose information accurately and responsibly, while also maintaining confidentiality when necessary.

IV. IMPLEMENTATION: To effectively implement the Association’s transparency initiatives, we commit to the following actions:

a. Clear Policies and Procedures: We establish clear policies and procedures regarding the disclosure of information, including guidelines on what information should be shared and how it should be communicated to stakeholders.

b. Regular Reporting: We provide regular reports to stakeholders, which may include financial reports, sustainability reports, and updates on key initiatives and performance indicators. These reports should be comprehensive, accurate, and easily accessible.

c. Open and Transparent Decision-making: We foster a culture of open and transparent decision-making, seeking input from relevant stakeholders and providing justification for decisions whenever possible.

d. Whistleblower Protection: We establish mechanisms to protect and support whistleblowers who report any unethical or unlawful activities within the company. We encourage a culture of transparency in reporting and provide channels for employees to raise concerns without fear of retaliation.

e. Training and Awareness: We provide training and resources to employees to ensure they understand the importance of transparency and their role in upholding it. This may include ethics training, data protection training, and communication skills development.

V. CONTINUAL IMPROVEMENT

The Association is committed to continually improving its transparency practices. It will regularly review policies, procedures, and communication strategies to identify areas for enhancement and implement necessary changes. The association encourages feedback from stakeholders and relevant experts to ensure that transparency initiatives meet the evolving needs of stakeholders and align with best practices.

Section 6: EMPLOYEE CODE OF CONDUCT

I. POLICY BRIEF AND PURPOSE

This LAKAN MBAI Employee Code of Conduct outlines how Lakan MBAI employees are expected to behave towards members of the Association, co-workers, supervisors, and members of the Board of Trustees. It also encompasses general and interpersonal dealings of an employee with every other personnel within the organization. While these policy guidelines are aimed at adoption in the workplace, employees are encouraged to practice them outside office premises as it reflects the overall image of the company and therefore impacts its general impression to the public.

The Lakan MBAI ardently supports freedom of expression and it is open to direct communication is widely encouraged by the Association and employees are expected to promote the same, they are also required to strictly adhere to this Code of Conduct. The object of this issuance is to foster good relationships among and between employees. It also aims to preclude breaches of good conduct and prevent the occurrence of trivial disputes in the workplace.

II. SCOPE

This policy applies to all Lakan MBAI employees regardless of employment status (probationary, contractual, regular), rank, or gender. It is therefore essential for them to follow these guidelines while performing their duties inside the offices of Lakan MBAI and even when they are interacting with clientele.

III. ELEMENTS OF THE POLICY: Lakan MBAI Employees are required to comply with this Code of Conduct. Consent for this requirement is implied through the employment contract

that they signed when they were appointed to their present positions with the Association. The following are the basic components of the Association's Code of Conduct:

1. **COMPLIANCE WITH THE LAW:** Employees must protect the Association's moral, social, and legal responsibilities and commitments. They should comply with all governmental requirements for environmental controls, safety regulations, and laws on fair business dealings. It is expected that employees are responsible when dealing with the company's finances, products, partnerships, and public image.

2. **POLICIES:** Employees are expected to have read, understood, and practiced these company policies. They shall be required to sign a document proving that they agree to this effect which shall form part of their personnel files and records. If they have any questions, they should ask their supervisors or other resource persons responsible for rationalizing these policies and other related matters.

3. **PROTECTION OF COMPANY PROPERTY:** Employees should treat the company's property, whether material or intangible, with respect and care. Employees should not misuse company equipment or use it thoughtlessly. Company-owned properties should be properly treated as the personal ownership of the ones using them. They must respect all kinds of intangible property such as brand names, copyright, and other forms of non-physical assets. Employees should use them only to complete their job duties. Every employee must protect company facilities and other material property from damage and vandalism, whenever possible.

4. **PROFESSIONALISM:** Employees must foster integrity and professionalism in their daily conduct in the workplace. They should manifest the inherent quality of being honest and having strong moral principles with unquestioned moral uprightness. They must likewise have a strong adherence to a set of standards, code of ethics, or collection of qualities that characterize accepted practice within due bounds of high ethical standards.

5. **RESPECT IN THE WORKPLACE:** Respect beget respect: Employees must not expect to be respected if they do not know how to give the same to others. Employees should respect colleagues. The association won't allow any kind of discriminatory behavior, harassment, or victimization. Employees should conform to the equal opportunity policy in all aspects of work, from recruitment and performance evaluation to interpersonal relations.

6. **PERSONAL APPEARANCE:** Employees must follow the general dress code and personal appearance guidelines required by the Association. Proper grooming and overall accepted health and wellness protocols are encouraged in all aspects of performing the duties of each employee. The guidelines on proper dress code and personal hygiene are not a whimsical pursuit by the Association but they serve only as supplemental guides to the general regulations issued by the different governmental regulatory authorities for health, safety, and protection.

7. **CORRUPTION:** Employees must not accept gifts from clients. Briberies in any form for the benefit of any external or internal party is prohibited. The act of offering, promising, giving, accepting, or soliciting gifts is strictly forbidden; specifically, if it is for an inducement or in consideration for an act that is illegal, unethical, or a breach of trust. All forms of dishonesty that comprise or will later result in a criminal offense must be avoided. Activities that are undertaken by a person, to acquire illicit benefits or obtain personal gains are taboo in our Association.

8. **JOB DUTIES AND AUTHORITY:** Employees should fulfill their job duties with integrity and respect toward customers, stakeholders, and the community. Supervisors and managers mustn't abuse their authority. They should not entertain any idea that they acquired their qualifications through their efforts, hence, these must not be shared since it is considered personal and even intellectual properties. As a way of nurturing healthy relationships with subordinates, they are expected to delegate duties to their team members taking into account the competencies and workload of the latter. On the other hand, the subordinate members are expected to follow the supervisor's instructions and complete the duties assigned to them to the best of their abilities and in a prompt manner.

9. **ABSENTEEISM AND TARDINESS:** Employees must be present during the times they are required in the office. Hence, employees must strictly follow the schedules they have been given to ensure the continuity and smooth flow of work responsibilities. Leeway could be granted for rare instances where the employees are prevented from following standard working hours or days. But, generally, it is expected for employees to be punctual when coming to and leaving work.

10. **CONFLICT OF INTEREST:** Employees must avoid any personal, financial, or similar interests that affect their functions and responsibilities. The existence of these interests might hinder their capability or willingness to perform their duties effectively and in the highest of moral and ethical standards. Situations in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity should therefore be discouraged.

11. **COMMUNICATION:** Employees must be open to communication with their colleagues, supervisors, or team members. Supervisors must be readily approachable to answer questions from their team members and employees must always be forthcoming when being sought by their team leaders and supervisors to clarify matters regarding their area of work.

12. **BENEFITS:** While benefits granted to employees are extended to boost their morale and enhance their welfare, these benefits must be enjoyed as an earned privilege. These privileges such as paid leave of absence, the use of company facilities, utilization of subscriptions to the Internet, phone service providers, and Google Drive. But these benefits should not be subject to abuse. These benefits must be used with judicious care on the part of the employees.

13. **DISCIPLINARY ACTIONS:** The Association may, at one time or another, have to take disciplinary action against employees who repeatedly or intentionally fail to follow this Code of Conduct. Possible causes of these breaches of discipline include lack of workplace discipline; inadequate knowledge of the assigned tasks; declining performance; violation of company rules; improper work ethics; excessive absences or tardiness; other misconduct, and acts that constitute negligence. Possible consequences of these disciplinary procedures are deduction of benefits, demotion, reprimand, suspension, or termination of employment for more serious offenses.

Aside from actions taken in furtherance of the provisions of these guidelines, the Association may recommend filing separate criminal cases in instances of corruption, theft, embezzlement, or other unlawful behavior.

Section 7:
CODE OF CONDUCT FOR TRUSTEES

The Board adopted the Code of Conduct for Trustees to ensure they properly discharge their duties and responsibilities. It is meant to maintain professional integrity, and ensure that the Trustee should not use his/her position for personal advantage and to avoid situations that would compromise the Trustees' impartiality. The Code sets behavioral standards expected from the Trustee so that he/she can better understand and meet the expectations and requirements of the members of the Association, the organization, including government regulators.

The members of the Board of Trustees are required to comply with all of the following:

1. *Know the mission, purpose, and goals of Lakan MBAI and its policies and programs.* The Board of Trustees must understand by heart the Association's mission, vision, and goals. Through a thorough understanding of these objectives, they can better formulate policies that are in an analogous direction with the Association's policies and programs

2. *Understand the Association's strengths and weaknesses.* The determination of the potential and limitations of the company may be devolved to consultants, research groups, specialized committees, and the like. However, the members of the Board of Trustees must endeavor to appreciate and know totally the idiosyncrasies of these weaknesses or even strengths and be able to exploit them to serve the more critical needs of the company. The responsibility of the Board is to determine and employ strategic options to address these weaknesses and harness to full advantage the acknowledged strengths.

3. *Prepare for, attend, and participate in board and committee meetings.* The presence of a member of the Board of Trustees during meetings is not sufficient. They must actively participate during deliberations, prepare their assigned tasks and intelligently discuss the same with other attendees of the meeting. An in-depth understanding of the issues presented and an analysis of problems and solutions presented before the body should be routinary to the repertoire of responses by every member of the Board of Trustees.

4. *Review and understand the Association's financial statements and related information.* The Annual Financial Statement of the Association is an important document that all members of the Board should familiarize themselves with; hence, a repeated review and analysis of the same is needed so that it can be understood by each member. Oftentimes, the Company's Bookkeeper and Accountant are required to explain the idiosyncratic entries in the said statement, and analysis and interpretation of the data reflected therein are needed.

5. *Making uninformed judgments must be avoided.* Every trustee must gather the necessary information relative to an issue being resolved. Employment of research teams or the use of highly skilled consultants could be resorted to if no resource entities are readily available. Adequate information is needed to arrive at an intelligent and justifiable decision.

6. *The Trustee must represent the interests of the association.* Each Trustee must be an exemplary ambassador that epitomizes the company as a whole. He should not be the representative of a few or any individual member but the whole organization. He should refrain from displaying bias towards specific groups of members as it gives the improper impression that he is for one agenda for a definite group of people.

7. *Support the majority view once a decision is made.* While independence of actions and intentions is encouraged by Lakan MBAI, the decision reached through the majority representation must always prevail. Even if the decision seems unpopular, personal feelings about it must be avoided. So long as a decision after a healthy discussion of issues must be avoided so that individual preferences must not be entertained after a decision is collectively agreed upon.

8. *Maintain confidentiality of minutes and decisions.* Not only those contentious choices made by the Board be kept away from public scrutiny, but all decisions and conclusions reached during deliberations must be kept private and beyond the consideration of anybody outside the company. Maintaining secrecy discipline is still a much-needed attribute among members of the Board of Trustees.

9. *Maintain independence, objectivity, personal integrity, ethical standards, and commitment to accountability.* Every member of the Board of Trustees must assume responsibility for his actions or any consequence of such act. High moral standards, evident integrity, and undisputed objectivity must always accompany their actions and decision-making.

10. *Avoid conflicts of interest, insider dealing, and nepotism.* A member of the Board of Trustees' interests must not affect his job or decision-making. Family relations, friendships, or close acquaintances with individuals who have transactions with the company must not be allowed to interfere with the functions of the members of the Board.

Section 8: **POLICY ON STAKEHOLDER ENGAGEMENT**

I. INTRODUCTION

The Lakan MBAI recognizes the importance of engaging with stakeholders as a fundamental aspect of responsible and sustainable business practices. Stakeholders play a critical role in shaping and influencing our business decisions, and their perspectives and interests must be considered in our decision-making processes.

II. SCOPE: This policy applies to all employees and business units of Lakan MBAI. It includes interactions with stakeholders such as customers, employees, suppliers, shareholders, local communities, government bodies, and other relevant parties.

III. PRINCIPLES

1. *Identification and Prioritization:* We will systematically identify and prioritize our stakeholders based on their relevance, influence, and impact on our business operations, as well as the potential impact of our activities on them.

2. *Open Dialogue and Communication:* We will maintain regular channels of communication to engage with stakeholders. We will provide accurate and timely information and ensure opportunities for dialogue, both individually and through collective platforms.

3. *Transparency and Accountability:* We will be transparent and accountable in our engagement by providing accurate and understandable information about our business practices, performance, and decision-making processes.

4. *Respect for Stakeholder Rights and Interests:* We will respect the rights and interests of our stakeholders, including their privacy, confidentiality, cultural diversity, and human rights. We will actively seek to understand their perspectives and concerns and consider them in our decision-making.

5. *Collaboration and Partnership*: We will actively seek collaborative opportunities with stakeholders to address shared challenges, promote sustainable development, and create value for all parties involved.

6. *Continuous Improvement*: We will regularly review and evaluate our stakeholder engagement activities to identify areas for improvement and implement appropriate measures to strengthen our engagement efforts.

IV. IMPLEMENTATION

1. *Stakeholder Mapping and Engagement Plan*: We will identify and map our key stakeholders, their interests, and their level of influence. We will develop a stakeholder engagement plan that outlines our objectives, communication strategies, and engagement methods for each stakeholder group.

2. *Effective Communication Channels*: We will establish various communication channels, including in-person meetings, online platforms, surveys, and feedback mechanisms, to ensure effective and ongoing communication with stakeholders.

3. *Regular Engagement Activities*: We will conduct regular engagement activities, such as stakeholder consultations, focus groups, town hall meetings, and roundtable discussions, to gather input, address concerns, and foster mutual understanding.

4. *Stakeholder Feedback Mechanism*: We will establish a feedback mechanism to receive and respond to stakeholder feedback, suggestions, and complaints promptly. We will ensure confidentiality and provide appropriate remedies and follow-up actions as necessary.

5. *Training and Capacity Building*: We will provide training and capacity-building programs for our employees to enhance their skills in stakeholder engagement, communication, and conflict resolution.

6. *Performance and Reporting*: We will track and report our progress and performance in stakeholder engagement, including our efforts to address stakeholder concerns and incorporate their input into our decision-making processes.

V. COMPLIANCE AND CONSEQUENCES: Adherence to this policy is mandatory for all employees and business units of Lakan MBAI. Failure to comply with this policy may result in disciplinary action, up to termination. Lakan MBAI will take appropriate measures to address any breaches and improve Lakan stakeholder engagement practices.

VI. REVIEW AND UPDATE: This policy will be reviewed periodically to ensure its relevance and effectiveness, and updated as required to align with best practices and stakeholder expectations. Lakan MBAI is committed to fostering meaningful and constructive relationships with our stakeholders. By engaging with them effectively and transparently, we aim to build trust, promote social and environmental responsibility, and contribute to the long-term success of our business while creating shared value.

Section 9: CORPORATE POLICY ON INTERNAL CONTROLS

I. INTRODUCTION: The Lakan MBAI is committed to maintaining effective internal controls to ensure the reliability of financial reporting, safeguard assets, and prevent fraud. This policy outlines our approach to internal control and sets out the responsibilities and processes for implementing and monitoring internal control measures within the organization.

II. OBJECTIVE: The objective of this policy is to establish a framework for internal controls within Lakan MBAI that will:

1. Promote the accuracy and completeness of our financial records and reports.
2. Safeguard our assets from unauthorized use, loss, or theft.
3. Comply with applicable laws, regulations, and industry standards.
4. Prevent and detect fraud, errors, and irregularities.

III. KEY PRINCIPLES: The Association's internal control framework is based on the following principles:

1. *Control Environment*: We establish and maintain a culture of integrity, ethics, and accountability throughout the organization. Senior management sets the tone at the top and provides guidance and resources to support effective internal control implementation.

2. *Risk Assessment*: We proactively identify and assess risks to our financial reporting, operations, and assets. This includes evaluating the significance of risks, their potential impact, and the likelihood of occurrence.

3. *Control Activities*: We implement a range of control activities to mitigate identified risks. These activities include segregation of duties, authorization and approval procedures, physical safeguards, IT controls, and periodic reconciliations.

4. *Information and Communication*: We ensure that relevant and reliable information is communicated effectively throughout the organization. This includes clear policies and procedures, timely and accurate reporting, and open lines of communication for reporting concerns or potential control weaknesses.

5. *Monitoring*: We regularly monitor and evaluate the effectiveness of our internal control measures. This includes periodic reviews, internal audits, and management oversight to ensure compliance with established control processes.

IV. ROLES AND RESPONSIBILITIES

1. *Board of Trustees*: The members of the Board of Trustees are responsible for setting the overall tone and culture of internal control within the organization. They provide guidance, allocate resources, and oversee the implementation and monitoring of internal control measures.

2. *Internal Audit*: The internal audit function is responsible for independently evaluating the effectiveness of internal controls, providing recommendations for improvement, and ensuring compliance with established controls and procedures.

3. *Association's Sections and Sub-units*: Each section and subunit is responsible for formulating, implementing, and maintaining internal control measures specific to their areas of interest. Since these subunits are at the forefront of deploying basic corporate functions, they are more knowledgeable in the use, improvement, and upgrade of these measures. Hence they are responsible for identifying and assessing risks, implementing control activities, and monitoring and reporting on the effectiveness of controls at their level.

4. **Employees**: All employees have a responsibility to comply with internal control policies and procedures, report potential control weaknesses or violations, and actively participate in control activities and training programs as necessary.

V. COMPLIANCE AND REVIEW: The Association is committed to complying with all applicable laws, regulations, and industry standards related to internal control. We conduct periodic reviews of our internal control policies and associated procedures to ensure their effectiveness, relevance, and alignment with evolving best practices.

VI. COMMITMENT: By adopting this corporate policy on internal control, we aim to build a robust and effective internal control framework that enhances the reliability of our financial reporting, safeguards our assets, and enables us to operate in a controlled and ethical manner. Effective internal controls enable us to mitigate risks, protect our stakeholders' interests, and promote the long-term success and sustainability of our organization.

Section 10: POLICY ON DISCIPLINARY PROCEDURES

I. PURPOSE: The purpose of this policy is to establish a fair and consistent framework for addressing employee conduct and performance issues within Lakan MBAI. The disciplinary procedures outlined in this policy aim to promote a positive work environment, address misconduct, and ensure that employees are held accountable for their actions. The end view thus is for the employee to be informed of the violation, to be heard of his defense, and to be properly informed of the actions to be taken for the violation

II. SCOPE: This policy applies to all employees, including full-time, part-time, temporary, and contracted personnel, as well as management and senior executives.

III. DISCIPLINARY ACTIONS: Disciplinary actions may be taken when a Lakan MBAI employee's conduct or performance falls below acceptable standards or he may have committed infractions of company guidelines, particularly those contained in the Code of Conduct of Employees and other related issuances of the company. Depending on the severity of the offense, the following disciplinary actions may be imposed after due process:

1. **Verbal Warning**: A verbal warning will be issued for minor or isolated incidents of misconduct or unsatisfactory performance. The employee will be informed of the issue, and consequences of further violations, and provided with guidance on improvement. The verbal warning should include an oral proviso that any repeat violation will be dealt with more severely. A counseling session, training for a special course, or instant corrective measure may suffice to the requirement of the offense.

2. **Written Warning**: A written warning will be issued for repeated instances of misconduct or sustained unsatisfactory performance. This is resorted to when a verbal warning has already been issued and the offending employee repeats the same offense. The written warning will clearly outline the issue, expectations, and an improvement plan. The written warning must also include the proviso identifying the consequences for further infractions, or that it will be dealt with less leniency.

3. **Suspension**: In more severe cases, a suspension may be imposed as a disciplinary measure. The length of the suspension will be determined based on the severity of

the offense, which will be determined by the disciplining authority and the measure may be accompanied by a written warning for the imposition of a higher penalty or more severe disciplinary measure.

4. *Demotion*: As a result of severe or repeated misconduct or performance issues, an employee may be demoted to a lower position or have their responsibilities reduced. This action will be taken after careful consideration and consultation with relevant stakeholders, including past performances of the employee subject of the disciplinary action.

5. *Termination*: Termination of employment may occur following significant or repeated acts of misconduct, gross negligence, or failure to meet job performance standards, despite previous disciplinary measures.

IV. DISCIPLINARY PROCEDURE – The following steps will generally be followed when addressing disciplinary issues:

1. *Investigation*: Any allegations or concerns will be promptly and thoroughly investigated to gather all relevant facts and evidence. The employee will be allowed to present their side of the story during the investigation.

2. *Disciplinary Meeting*: If the investigation substantiates the allegations, a disciplinary meeting will be scheduled with the employee. During the meeting, the employee will be notified of the specific concerns, given an opportunity to respond, and provided with a clear explanation of the potential disciplinary actions.

3. *Decision and Documentation*: After considering the employee's response, any mitigating factors, and applicable policies, a decision will be made regarding the appropriate disciplinary action. This decision will be documented, including reasons for the decision and any future expectations for the employee.

4. *Implementation and Follow-up*: The disciplinary action will be communicated to the employee in writing. Appropriate support, training, or resources may be provided to help them improve their conduct or performance. Regular follow-up and feedback will be implemented to monitor progress and provide guidance as needed.

V. DISCIPLINARY AUTHORITY, BOARD, AND COMMITTEE

1. *Human Resources Officer or Equivalent* – The HR Officer shall be the first level Disciplinary Authority who shall immediately investigate any instances of breaches of discipline. He shall determine if the breach reported merits further action and if so, he shall submit his recommendation to the Disciplinary Board. He may, however, impose disciplinary actions which shall only be limited to verbal or written warnings.

2. *Disciplinary Board* – This Board shall be composed of the General Manager as Chairman and the HR Officer and a rank-and-file employee as members. The Disciplinary Board shall hear and try all cases of breach of discipline by any Lakan MBAI personnel and thereafter impose the necessary disciplinary action as needed.

3. *Disciplinary Committee* – This shall be composed of the President as Chairman, and two (2) members who shall be chosen by the Chairman among the Trustees of

Lakan MBAI. The Disciplinary Committee shall try and hear all appeals submitted by personnel who were subjected to disciplinary actions.

VI. APPEAL PROCESS

1. Employees have the right to appeal any disciplinary action taken against them. Appeals must be filed to the following higher line of authority above the disciplinary supervisor or manager as soon as possible. It should be submitted in writing within ten (10) working days after receiving a copy of the disciplinary action.

2. The appeal will be reviewed impartially and the parties may submit additional evidence to refute allegations or affirm previous assertions in the preceding proceedings. The decision arrived at during the appeal process will be communicated in writing and state specific decisions in the matter appealed to.

VII. CONFIDENTIALITY

Documents and information contained in a disciplinary procedure must always be kept confidential, hence confidentiality throughout the disciplinary procedures is crucial. Information related to disciplinary matters shall only be shared with relevant parties on a need-to-know basis and must be ascertained that those shared with the information are entitled to receive it.

Lakan MBAI will document every stage of the disciplinary procedure (except the verbal warning.) If appropriate, include necessary information like evidence, testimonies, and employee progress or improvement. Disciplinary records will be maintained in accordance with applicable laws and regulations.

It is also important that authorities must refrain from disciplinary actions that may constitute, or that may seem to constitute retaliatory behavior. A no-retaliation company policy is always therefore inherent and effective in these policies to ensure there is no misuse by anyone of these disciplinary procedures.

Section 11: CORPORATE WHISTLEBLOWER POLICY

1. INTRODUCTION

The Lakan MBAI is committed to upholding the highest standards of ethical conduct, transparency, and accountability. We recognize the importance of providing a safe and supportive environment for employees to report any concerns about potential wrongdoing, unethical behavior, or violations of laws or regulations.

This Corporate Whistleblower Policy outlines our commitment to protecting whistleblowers and establishing a framework for reporting and addressing concerns raised by employees.

2. SCOPE

This policy applies to all employees, contractors, consultants, suppliers, and stakeholders associated with [Company Name].

3. DEFINITION OF WHISTLEBLOWING

Whistleblowing refers to the reporting of any concerns, complaints, or allegations of misconduct related to the company's operations, including but not limited to: a) Violations of applicable laws, regulations, or company policies; b) Fraud, theft, or embezzlement; c) Bribery or corruption; d) Discrimination or harassment; e) Health and safety violations; f) Environmental issues; g) Accounting irregularities; and h) Unethical behavior.

4. REPORTING MECHANISMS – The Lakan MBAI will provide multiple channels for employees to report concerns confidentially and without fear of retaliation as follows:

a. Direct Reporting: Employees can report concerns directly to their immediate supervisor, manager, or any higher-level manager within the company.

b. Whistleblower Hotline: We establish a confidential hotline through which employees can report concerns anonymously or provide their identity if they choose to. The hotline will be operated by a third-party provider to ensure the confidentiality of the reporting process.

c. Email or Postal Reporting: Employees can also submit their concerns via dedicated email addresses or mailing addresses provided for this purpose.

5. CONFIDENTIALITY AND NON-RETALIATION: The Lakan MBAI treats all whistleblower reports with utmost confidentiality to the extent possible and consistent with applicable laws. We handle the information provided by whistleblowers with the highest level of sensitivity, ensuring that it is shared only on a need-to-know basis. We strictly prohibit any form of retaliation against individuals who make good faith reports of concerns or participate in investigations related to whistleblower reports.

6. INVESTIGATION AND FOLLOW-UP: Once a report is received, the Association will promptly launch an impartial investigation. The investigation will be conducted by individuals with appropriate expertise, ensuring fairness and objectivity. If necessary, the organization may engage external experts or authorities to conduct the investigation.

Following the investigation, appropriate and timely actions will be taken to address the concerns raised, which may include disciplinary actions, corrective measures, or process improvements.

7. FALSE OR MALICIOUS REPORTING: Intentionally making false or malicious allegations is a serious matter and will not be tolerated. Any Lakan MBAI employee found providing false or malicious information will be subjected to disciplinary action, up to and including termination of employment. Short of rumor-mongering, malicious reporting may result in injuries to the person, name, and reputation of the person subject to the false report. While laws are in place to address this issue, it should be outrightly discouraged in the office environment of the Lakan MBAI.

8. COMMUNICATION AND AWARENESS: We will communicate this Whistleblower Policy to all employees, contractors, consultants, suppliers, and stakeholders associated with Lakan MBAI. We will provide awareness training on the policy and its importance in ensuring a culture of ethics, integrity, and accountability within our organization.

9. COMPLIANCE AND REVIEW: The Lakan MBAI is committed to ensuring compliance with all applicable laws and regulations regarding whistleblower protection. We will periodically review and update this Corporate Whistleblower Policy to ensure its effectiveness and alignment with evolving best practices. Implementing this policy is aimed at creating a culture that encourages open communication, ethical behavior, and a commitment to addressing concerns

promptly and effectively. We value the contributions of whistleblowers in helping us maintain the highest ethical standards and achieve our goals responsibly and transparently.

**Section 12:
USE, MAINTENANCE, REPAIR, AND PROTECTION OF
COMPANY PROPERTY POLICY**

I. PURPOSE: The purpose of this policy is to establish guidelines and procedures for the proper use, maintenance, repair, and protection of company property. This policy aims to ensure that company property is used responsibly, maintained in good condition, promptly repaired when necessary, and protected from loss, damage, or theft.

II. SCOPE: This policy applies to all employees and contractors who have access to and are responsible for company property. Company property includes but is not limited to, equipment, tools, vehicles, electronic devices, furniture, buildings, and any other assets owned or leased by the company.

III. RESPONSIBILITY: It is the responsibility of employees to ensure that the following are followed:

1. Use company property for authorized purposes only and in accordance with company policies and procedures;
2. Take reasonable care and follow best practices to prevent damage, loss, or theft of company property.
3. Notify the appropriate supervisor immediately of any damaged or malfunctioning equipment.
4. Report any loss, theft, or unauthorized use of company property to the appropriate authority.
5. Follow maintenance and repair procedures to ensure the proper functioning and longevity of company property.
6. Report unnecessary or unauthorized use of company properties and equipment particularly those that are utilized not by its established use.

IV. AUTHORIZATION AND USE: Company property must only be used for business purposes, within the office, for performing acts and functions in furtherance of the tasks required to be finished, or as otherwise explicitly authorized by the company. Personal use of company property is strictly prohibited unless it is for purposes that the company specifies or as indicated in separate policies or agreements and for all intents, it must become the exception.

V. MAINTENANCE AND REPAIR

1. Employees are expected to promptly report any damage, malfunctioning, or need for repairs to the appropriate department or authority. Maintenance and repair requests should be submitted in the designated format and procedures.

2. Employees shall not attempt to repair or modify company property unless they are authorized to do so or have received appropriate training. Unauthorized repairs can void warranties, cause further damage, and pose safety risks.

VI. PROTECTION AND SECURITY: Employees are responsible for safeguarding company property from loss, theft, or damage. The following measures should be taken:

1. Secure company property in designated areas when not in use, such as locking offices, cabinets, or storage areas. Moving equipment to other locations other than where it should be located may expose the property to pilferage, damage, or unnecessary exposure to elements.

2. Use company property safely and securely, following all safety guidelines and instructions. It is the responsibility of employees to read the instructions in the accompanying manual or seek guidance and instruction from more experienced staff before operating a property or equipment in the desired safe and secure manner.

3. Take necessary precautions to prevent loss or theft, such as not leaving company property unattended or in unsecured locations. This should be the prime responsibility of every employee.

4. Follow any security measures or access control procedures in place to protect company property. Lapses in access control procedures may subject company equipment and properties to undue damage or unauthorized use.

VII. REPORTING INCIDENTS: Employees must immediately report any loss, theft, damage, or suspicious activity involving company property to their supervisor, the building security department, or any other designated authority. A formal incident report may be required, providing relevant details and supporting evidence. The reporting employee must therefore provide the necessary details so that the persons or office who received the report could properly make the proper disposition of the incident reported.

VIII. CONSEQUENCES: Failure to comply with this policy may result in disciplinary action, up to and including termination of employment. Employees may also be held responsible for any costs associated with damage, loss, or theft resulting from their negligence or misconduct.

IX. POLICY REVIEW: This policy will be periodically reviewed to ensure its effectiveness and compliance with legal and industry standards. Any necessary updates or revisions will be made accordingly. Employees are expected to familiarize themselves with this policy, abide by its guidelines, and seek clarification when needed. By doing so, employees contribute to the responsible use, maintenance, repair, and protection of company property, ensuring its longevity and value.

Section 13: CORPORATE HEALTH AND SAFETY POLICY

I. PURPOSE: The purpose of this policy is to establish guidelines and procedures for promoting and maintaining a safe and healthy work environment for all employees and visitors. This policy aims to prevent accidents, injuries, and illnesses by implementing effective health and safety practices throughout the organization.

II. SCOPE: This policy applies to all employees, contractors, and visitors in the workplace. It covers all activities and operations carried out within the organization, including offices, warehouses, manufacturing facilities, and any other locations where employees conduct company-related tasks.

III. COMPLIANCE WITH LAWS AND REGULATIONS

The company is committed to complying with all applicable health and safety laws and regulations. We will regularly monitor and review our practices to ensure compliance and make any necessary updates or improvements.

IV. MANAGEMENT COMMITMENT: Senior management is committed to providing the necessary resources, support, and leadership to create a safe and healthy workplace. They will establish measurable objectives and targets to continuously improve health and safety performance.

V. EMPLOYEE RESPONSIBILITIES: All employees are responsible for maintaining a safe and healthy work environment. They are expected to:

- a. Comply with all health and safety policies, procedures, and regulations.
- b. Report any unsafe conditions, hazards, accidents, or near misses to their supervisor or the designated health and safety representative.
- c. Participate in health and safety training programs and drills.
- d. Use personal protective equipment (PPE) provided and follow safe work practices.
- e. Take care of their health and safety and that of their colleagues.

VI. HAZARD IDENTIFICATION AND RISK ASSESSMENT: The company will regularly identify and assess workplace hazards to determine the associated risks. This will involve conducting regular inspections, and risk assessments, and involving employees in the identification and communication of hazards. Oftentimes, these hazards are overlooked even by trained personnel assigned to determine the worthiness of facilities in the workplace, such involvement of employees is needed in this effort.

VII. INCIDENT REPORTING AND INVESTIGATION: All incidents, accidents, and near misses must be reported promptly to the supervisor or designated health and safety representative. Investigations will be conducted to determine the root cause and implement corrective actions to prevent recurrence. Prevention is always a better option when confronted with these health hazards.

VIII. EMERGENCY PREPAREDNESS AND RESPONSE: The company will develop and implement emergency preparedness plans, including evacuation procedures, fire safety protocols, and first aid response. Regular drills and training sessions will be conducted to ensure employees are familiar with emergency procedures and can respond effectively.

IX. TRAINING AND EDUCATION: The Lakan MBI will provide regular training and education programs to employees to promote awareness and understanding of health and safety practices. This will include training on hazard recognition, proper use of equipment and PPE, safe work practices, and immediate reaction drills for emergency response.

X. CONTINUOUS IMPROVEMENT: The company is committed to continuous improvement in health and safety performance. This will involve regular monitoring, review, and evaluation of health and safety processes and procedures to identify areas for improvement and implement necessary corrective actions.

X1. POLICY REVIEW: This policy will be periodically reviewed to ensure its effectiveness and compliance with legal and industry standards. Any necessary updates or revisions will be made accordingly. By adhering to this policy and actively participating in health and safety initiatives, employees contribute to creating a safe and healthy work environment.

Section 14:
POLICY ON PERFORMANCE EVALUATION OF PERSONNEL

1. OBJECTIVE: The objective of this Performance Evaluation Policy is to outline the process and criteria for evaluating the performance of employees of Lakan MBAI. The policy aims to provide a fair and consistent framework for:

- a. Assessing and improving employee performance;
- b. Identifying areas for development; and
- c. Recognizing and rewarding exceptional performance.

2. PERFORMANCE EVALUATION PROCESS

a. Frequency: Performance evaluations will be conducted annually, with an additional mid-year review for all employees. An employee who is transferred before the end of the rating period shall also be evaluated and the same shall be forwarded to his new assignment.

b. Supervisors' Responsibilities: Supervisors are responsible for conducting performance evaluations for employees directly under them and shall render the corresponding reports promptly. These reports shall provide feedback on performance, setting up of goals and objectives, and serve as a basis for the next upcoming evaluation period.

c. Self-Assessment: It is a process of evaluating one-self for one's actions and attitudes, particularly about one's performance at a job against an established objective standard. As a validation of the assessment made by his immediate supervisor, an employee shall submit a self-assessment. He shall be allowed to complete a self-assessment form to provide their input on their performance.

d. Performance Metrics: Performance evaluations will be based on a combination of objective metrics, such as key performance indicators (KPIs), and subjective assessments based on competencies and behaviors aligned with the job description.

e. Performance Evaluation Forms: A standardized performance evaluation form (attached) will be used to evaluate employee performance. The form will include sections for rating performance against predetermined criteria, providing feedback, and setting goals for the next evaluation period.

f. Documentation: All performance evaluations and related documentation will be kept confidential and securely stored in the employee's personnel file. Only upon the express permission of the Performance Evaluation Committee or the management and with proper and sufficient basis that the same be made available for examination.

3. PERFORMANCE EVALUATION CRITERIA

a. Job Performance: It is the evaluation of job-specific responsibilities and tasks, including meeting targets, quality of work, problem-solving abilities, and adherence to deadlines. Job performance is an essential factor in performance evaluations as it directly impacts an employee's career development, earning potential, and the overall success of the organization.

b. Core Competencies: It refers to the evaluation of demonstrated abilities and behaviors aligned with the organization's core competencies, such as teamwork, communication, adaptability, and initiative.

c. Learning and Development: This pertains to the evaluation of the employee's efforts to develop new skills, upgrade existing ones, and participate in training and professional development opportunities. A measure of this should include voluntariness in undergoing these

upgrading of skills through training or in undergoing such acquisition of new skills or just simple professional growth.

d. Leadership and Management: It is the evaluation of leadership qualities, management skills, decision-making abilities, and the employee's contribution to promoting a positive work environment. These qualities, skills, and abilities are easily recognizable in employees who possess these characteristics and they should be manifested in this criteria for evaluation.

e. Goal Achievement: It refers to the assessment of the employee's progress in achieving previously set goals and objectives. Goal achievement as a criterion in performance evaluation is crucial as it provides a clear direction, motivates employees, aligns individual goals with organizational objectives, and fosters personal and professional growth.

4. PERFORMANCE IMPROVEMENT PLAN: If an employee's performance falls below expectations, a Performance Improvement Plan (PIP) may be implemented. The PIP will outline specific areas of improvement, targets to be met, and a timeline for improvement. The supervisor will provide support and guidance to the employee during this period, and regular feedback sessions will be scheduled to track progress.

5. PERFORMANCE RECOGNITION AND REWARDS: Exceptional performance will be recognized and rewarded through various means, such as performance-based bonuses, salary increases, promotions, and public acknowledgments. The organization will establish a system to ensure fair and consistent distribution of rewards based on performance outcomes.

6. APPEALS PROCESS: Employees who disagree with their performance evaluation results may have the right to appeal. The appeals process shall be formulated by the Performance Evaluation Committee and will be outlined separately in another issuance for the employees.

7. REVIEW AND UPDATE

This Performance Evaluation Policy will be regularly reviewed and updated as needed to ensure it remains aligned with organizational objectives, workforce needs, and best practices in performance management.

By implementing this Performance Evaluation Policy, the organization aims to foster a culture of continuous improvement, fair assessment, and recognition of employee performance, ultimately contributing to the achievement of organizational goals and success.

8. PERFORMANCE EVALUATION SHEET

The Association will use the Performance Evaluation Rating (PER) Sheet (attached in Appendix "A") for every individual performance rating of Lakan MBI personnel.

Section 15: POLICY ON PERFORMANCE EVALUATION OF TRUSTEES

1. **INTRODUCTION:** The Board of Trustees plays a critical role in the governance and oversight of the Lakan MBI; hence, this performance evaluation is designed to assess the individual and collective performance of the Board members in fulfilling their responsibilities to achieve the organization's mission and goals further.

2. **EVALUATION CRITERIA:** The following shall serve as evaluation criteria:

a. **Attendance and Participation:**

- 1) Regular attendance at Board meetings and committee meetings;
- 2) Active participation in discussions and decision-making processes;
- 3) Preparation for meetings by reviewing materials and staying informed about organizational issues; and
- 4) Completes tasks relative to his committee membership efficiently, timely, and in a professional manner.

b. Governance and Oversight:

- 1) Providing effective leadership and strategic direction to the organization;
- 2) Oversight of the organization's financial health, legal compliance, and risk management; and
- 3) Alignment of board policies and practices with best governance practices.

c. Resource Development:

- 1) Fostering relationships with investors, partners, and stakeholders
- 2) Contributing to the financial sustainability of the organization

d. Advocacy and Public Relations:

- 1) Advocating for the organization's mission and impact on the community
- 2) Representing the organization at public events and in media engagements
- 3) Enhancing the organization's reputation and visibility in the community

e. Collaboration and Teamwork:

- 1) Collaborating effectively with fellow Board members, officers, and staff
- 2) Respect diverse perspectives and fostering a culture of inclusivity
- 3) Working together towards common goals and shared success
- 4) Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees

3. EVALUATION PROCESS:

- a. Individual Board members will be evaluated based on the above criteria by the Vice-Chairman, BOT as Evaluator, and the Chairman, BOT as Reviewer;
- b. Based on the individual ratings for each Board of Trustees, the Evaluator will also assess the overall performance of the Board of Trustees as a collective body;
- c. Feedback and ratings will be provided to each Board of Trustees member confidentially and constructively;
- d. The Trustee shall be rated in five (5) levels of compliance to the indicated evaluation criteria. The rating level shall be as follows: Outstanding, Very Satisfactory, Satisfactory, Needs Improvement, and Unsatisfactory;
- e. The Performance Evaluation Sheet for BOT Members (attached as Appendix "B") shall be used as documentation for this performance evaluation for trustees; and
- f. The evaluation period shall cover 12 months beginning July of the current year to June of the succeeding year.

4. ACTION PLAN:

- a. Based on the evaluation results, areas of strength and areas for improvement will be identified;
- b. Individual Board members may be provided with recommendations for professional development or additional training.
- c. The Board as a whole may identify organizational goals and strategies for enhancing governance effectiveness.

5. **CONCLUSION:** The Board of Trustees is vital to the success and sustainability of the Lakan MBAI. This performance evaluation aims to ensure that Board members are fulfilling their duties, contributing effectively, and upholding the organization's values and mission.
Corporate Governance Policy on Settlement of Disputes

Section 16 POLICY ON SETTLEMENT OF DISPUTES

1. POLICY STATEMENT:

The Lakan MBAI adheres to maintaining fair and transparent procedures for settling disputes that may arise within the organization. This policy outlines the process and principles for addressing conflicts and disputes in a timely and effective manner. This policy aims to promote a harmonious work environment and to preserve the company's reputation and integrity.

2. RESOLUTION OF DISPUTES:

- a. All employees, including directors, managers, and staff members, are expected to resolve conflicts and disputes in a professional and respectful manner.
- b. Disputes between employees should, in the first instance, be addressed directly between the parties involved through open communication and constructive dialogue.
- c. If need be, the assistance of credible mediators or co-workers neutral to the involved issues and the conflicting parties are sought to insure informal but immediate action on disputes.
- d. If the dispute cannot be resolved informally, employees are encouraged to seek the assistance of their immediate supervisor or HR representative to facilitate a resolution.

3. MEDIATION AND ARBITRATION:

- a. In cases where disputes cannot be resolved through informal channels, the company may engage the services of a neutral third-party mediator or arbitrator to facilitate a resolution.
- b. Mediation and arbitration processes must always aim to promote dialogue, understanding, and compromise between conflicting parties, with the goal of reaching a mutually acceptable agreement.

4. CONFIDENTIALITY:

- a. All parties involved in a dispute, as well as any mediators or arbitrators, are expected to maintain strict confidentiality throughout the resolution process.

b. Information shared during the dispute resolution process should not be disclosed to third parties without consent, except as required by law.

5. ESCALATION OF DISPUTES:

a. In cases where disputes cannot be resolved through internal mediation or arbitration, the matter may be escalated to the attention of senior management or the Board of Trustees for further review and resolution.

b. The Association will take all necessary steps to ensure that disputes are resolved fairly, impartially, and in accordance with the values and principles of the organization.

6. TRAINING AND AWARENESS:

a. The Lakan MBI shall make available information and education venues to employees on conflict resolution techniques, communication skills, and ways to prevent and manage disputes in the workplace.

b. Employees are encouraged to raise concerns or seek assistance from HR or senior management if they encounter conflicts or disputes that require intervention.

7. CONCLUSION: This Corporate Governance Policy on Settlement of Disputes is designed to promote a culture of openness, fairness, and collaboration within Lakan MBI. By adhering to the principles outlined in this policy, the Association aims to foster a positive work environment and uphold the company's reputation as a responsible and ethical organization.

Section 17
CORPORATE DISCLOSURE POLICY

1. **PURPOSE:** The purpose of this Corporate Disclosure Policy is to establish guidelines and procedures for the timely, accurate, and transparent disclosure of material information about Lakan MBI to investors, shareholders, regulators, and the public. This policy is designed to comply with all applicable laws, regulations, and best practices related to corporate disclosure.

2. **DEFINITION OF MATERIAL INFORMATION:** Material information refers to any information that could potentially impact an investor's decision to buy, sell, or hold securities of the Lakan MBI. This includes, but is not limited to, financial results, business developments, mergers or acquisitions, litigation, and any other information that could substantially affect the company's stock price or investment decisions.

3. **DISCLOSURE COMMITTEE:** A Disclosure Committee shall be established, consisting of senior executives, legal counsel, and investor relations representatives, to oversee the company's disclosure practices and ensure compliance with this policy. The Disclosure Committee shall meet regularly to review and approve all material information to be disclosed to the public.

4. **TIMELY DISCLOSURE:** The Lakan MBI shall promptly disclose all material information to investors and the public in accordance with applicable laws and regulations. Material information shall be disclosed in a timely manner, typically within 24 hours of becoming aware of such information.

5. **METHODS OF DISCLOSURE:** Material information shall be disclosed through press releases, regulatory filings, conference calls, investor presentations, and other appropriate communication channels, including all electronic channels like the Lakan MBI's website, Viber, and Facebook accounts. All disclosures must be clear, accurate, and complete to ensure that investors receive fair and equal access to information.

6. **CONFIDENTIALITY:** Employees with access to material non-public information must maintain strict confidentiality and not disclose such information to unauthorized individuals. Unauthorized disclosure of material information may result in legal liability for both the individual and the company.

7. **TRAINING AND EDUCATION:** All employees shall receive training on this Corporate Disclosure Policy, including their responsibilities for handling material information and maintaining confidentiality. The Disclosure Committee shall provide regular updates and training to ensure employees are informed of changes in disclosure practices and regulations.

8. COMPLIANCE AND MONITORING:

The Disclosure Committee shall monitor compliance with this policy and conduct periodic reviews to assess the effectiveness of the company's disclosure practices. Any concerns or potential violations of this policy should be reported to the Disclosure Committee for investigation and resolution.

Section 18:
CORPORATE POLICY ON BOARD DIVERSITY

1. PURPOSE:

This policy aims to affirm the Association's commitment to promoting diversity, equity, and inclusion within the composition of the Board of Directors of Lakan MBI. We recognize that a diverse board brings different perspectives, experiences, and expertise crucial to our organization's success and sustainability.

2. DEFINITION OF DIVERSITY:

Diversity within the context of this policy refers to the inclusion of individuals from different backgrounds, including but not limited to race, ethnicity, gender, age, sexual orientation, religion, disability, and socioeconomic status. Diversity also encompasses a variety of professional experiences, skills, and perspectives.

3. RECRUITMENT AND SELECTION:

The Nominating and Governance Committee shall actively seek out and consider candidates from diverse backgrounds when selecting individuals to serve on the Board of Directors. The selection process will prioritize candidates who bring unique perspectives, skills, and expertise that complement the existing trustees and contribute to the overall diversity of the board.

4. BOARD COMPOSITION:

The Board of Trustees shall strive to achieve a diverse composition that reflects the diversity of our workforce, customers, and community. The board shall aim to balance gender, ethnicity, age, and other dimensions of diversity to ensure a well-rounded and inclusive decision-making body.

5. TRAINING AND DEVELOPMENT:

The Board of Trustees and senior leadership team shall participate in training and development opportunities focused on diversity, equity, and inclusion to enhance their understanding and ability to promote a diverse and inclusive corporate culture. Trustees shall be encouraged to engage in ongoing education and dialogue around diversity and inclusion issues to foster a more inclusive and welcoming environment.

6. REPORTING AND ACCOUNTABILITY:

An annual report on board diversity shall be prepared and presented to the shareholders and stakeholders of the company, outlining the progress made in achieving diversity goals and initiatives. The Nominating and Governance Committee shall regularly assess the effectiveness of this policy and make recommendations for improvements as necessary.

7. COMPLIANCE:

This policy shall comply with all applicable laws and regulations related to board diversity and corporate governance. Any deviations or non-compliance with this policy shall be promptly addressed by the Nominating and Governance Committee and reported to the full Board of Directors for resolution.

SECRETARY'S CERTIFICATION

This is to certify that the foregoing Consolidated Corporate Governance Policies were unanimously approved during the Regular Monthly Board Meeting held last May 9, 2024, at the Lakan MBI Conference Room, Unit 704 Regalia Park Towers, #150 P. Tuazon Blvd, Brgy. Socorro Corner EDSA Cubao, Quezon City, Philippines.

Attested:


ROSALINA V. BACTOL
Board Secretary

Noted:


PCSUPT TOMAS G RENTOY III (Ret)
Chairman

**PERFORMANCE EVALUATION FORM
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



Employee: _____ Position: _____

Evaluation Period: _____ Date of Last Evaluation _____

EVALUATION FACTORS		O	VS	S	NI	US
Dedication	Reports to work on time; leaves work not earlier than the required time, and uses time constructively.					
	Can be relied upon to work steadily and effectively, and exhibits consistency by always being available for work.					
Performance	Good working knowledge of job assignments. The work product is complete and in an acceptable format.					
	Completes assigned work efficiently and in an organized, timely, and professional manner.					
Cooperation	Displays a cooperative attitude in the workplace and willingly accepts additional work assignments.					
	Willingly accepts changes in assignments not directly related to the assigned job.					
Initiative	Perform assigned duties with little or no supervision even under pressure.					
	Self-directed, resourceful, and creative in performing job duties.					
	Strives for self-improvement efforts to enhance skills and knowledge to stay current with changes.					
Communication	Communicates clearly and intelligently in person or during telephone or video conversations.					
Teamwork	Works well with fellow employees without friction and actively seeks group participation to improve work.					
Character	Accepts constructive criticisms without unfavorable responses.					
Responsiveness	Quickly, appropriately, and efficiently responds to uncommon situations with tact and calmness.					
Personality	Demonstrates a pleasant and calm personality when dealing with customers and fellow employees.					
Appearance	Adherence to the company's dress code, and grooming policies and regulations.					
	Dresses appropriately for work and maintains a clean and neat approach to presenting himself to the public.					
Work Habits	Practice efficient methods of operation through proper care of equipment and the economical use of supplies.					
	Produces neat and orderly paperwork and meets standards of quality and timeliness.					
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if desired.

Employee Signature _____ Date _____

Evaluation Performed by: _____ Date _____

Evaluation Reviewed by: _____ Date _____

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: _____ Designation: _____

Evaluation Period: _____ Date of Last Evaluation _____

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings					
	Active participation in discussions and decision-making processes					
	Preparation for meetings by reviewing materials and staying informed about organizational issues					
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner					
Governance and Oversight	Providing effective leadership and strategic direction to the organization					
	Oversight of the organization's financial health, legal compliance, and risk management					
	Oversight of the organization's financial health, legal compliance, and risk management					
Resource Development	Fostering relationships with investors, partners, and stakeholders					
	Contributing to the financial sustainability of the organization					
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community					
	Representing the organization at public events and in other public engagements					
	Enhancing the organization's reputation and visibility in the community					
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff					
	Respect diverse perspectives and fostering a culture of inclusivity					
	Working together towards common goals and shared success					
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees					
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee’s Signature _____ Date _____

Evaluator/President, Lakan MBI: _____ Date _____

Reviewer/Chairman, BOT: _____ Date _____



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

BOARD RESOLUTION NO. 31 SERIES OF 2022

A RESOLUTION TO CREATE OF VARIOUS COMMITTEES

WHEREAS, during the LAKAN MBAI Regular Board of Directors Meeting CY 2022 held at Unit 704 7th Flr. Tower C Regalia Park Towers, #150 P. Tuazon Blvd, Brgy. Socorro corner EDSA Cubao, Quezon City, on 20 JULY 2022 the Board creates the following committees

WHEREAS, under Art. IV Committeesany, Sec. 5. states that "*The Board may create any other committees it may deem necessary to carry out the functions of the Board and other objectives of the Association*"

WHEREAS, in view thereof the following committees were created stating therein the names of the members as follows:

COMMITTEES	CHAIRMAN	MEMBERS
Executive Committee	Tomas G. Rentoy III	Buenaventura M. Viray Jr. Ferdinand M. Garay Fortunato G. Guerrero Mario N. Rariza Jr. Rosalina V. Bactol
Investment Committee	Ferdinand M. Garay	Rosendo M. Dial Mario N. Rariza Jr.
Audit Committee	Nolasco K. Bathan	Romar A. Exile Rodelio B Jocson
Remuneration & Nomination Comm	Rosendo M. Dial	Buenaventura M. Viray Jr. Serafin P. Barretto Jr. Mario N. Rariza Jr. Rodelio B. Jocson
Claims Committee	Ferdinand M. Garay	Fortunato G. Guerrero Mario N. Rariza Jr. Marlene D Zamudio
Marketing Committee	Rodelio B. Jocson	Mario N. Rariza Jr.
Investment Income Committee	Mario N. Rariza Jr.	Serafin P. Barretto Jr. Nolasco K. Bathan Romar A. Exile
AGMM Preparation Committee	Rosendo M. Dial	Mario N. Rariza Jr. Ferdinand M. Garay
Membership Committee	Rodelio B. Jocson	Serafin P. Barretto Jr. Mario N. Rariza Jr. Buenaventura M. Viray Jr.



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

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Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

		Jesse J. Sto .Domingo
IC/Corporate Govenace Compliance Officers	Fortunato G. Guerrero	Ferdinand M. Garay
AMLA Compliance Officer	Rosendo M. Dial	Romar A. Exile

Appointments of its duties and responsibilities will be distributed to the personnel as mentioned above.

WHEREAS, it is the duty and obligation of the said committes to report of its suggestions and recommendations to the BOT as part of the agenda in every Board meetings.

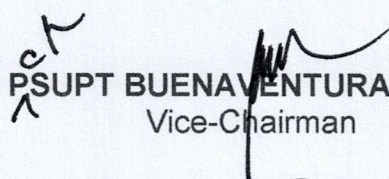
NOW, THEREFORE, BE IT RESOLVED, that all committee heads as well as members be present in every Board meetings as needed to make the reports on their findings and recommendations for the approval of the Board and any subsequent action or instructions as needed.

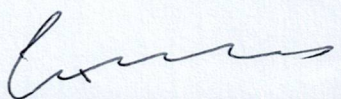
RESOLVED FURTHER, that any actions taken by such Association prior to the date of the foregoing resolutions adopted hereby that are within the authority conferred thereby are hereby ratified, confirmed and approved as the acts and deeds of this association;

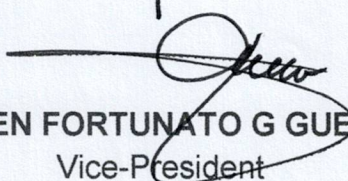
VOTED AND APPROVED this 20th day of July 2022 during the meeting of the Board of Directors held at Unit 704 7th Flr. Tower C Regalia Park Towers, #150 P. Tuazon Blvd, Brgy. Socorro corner EDSA Cubao, Quezon City,

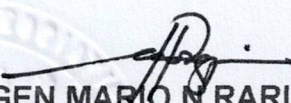
Approved:

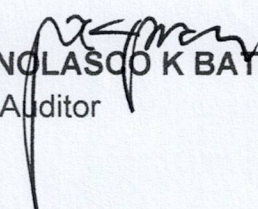

PCSUPT TOMAS G RENTOY III (Ret)
Chairman


PSUPT BUENAVENTURA M VIRAY JR (Ret)
Vice-Chairman


PBGEN FERDINAND M GARAY (Ret)
President


PBGEN FORTUNATO G GUERRERO (Ret)
Vice-President


PBGEN MARIO N RARIZA JR (Ret)
Treasurer


PBGEN NOLASCO K BATHAN (Ret)
Auditor



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

JR
JDIR SERAFIN P BARRETTO (Ret)
Trustee

JDIR ROSENDO M DIAL (Ret)
Trustee

PSSUPT JACQUES M CELAJE (Ret)
Trustee

PBGEN PEDRO E BULAONG (Ret)
Trustee

PSSUPT PROCOPIO G LIPANA (Ret)
Independent Trustee

PCOL JESSE J STO DOMINGO (Ret)
Independent Trustee

PMAJ ROMAR A EXILE
Independent Trustee

Attested:

ROSALINA V. BACTOL
Corporate Secretary

Noted:

MARLENE D. ZAMUDIO
General Manager



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

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Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **FORTUNATO G. GUERRERO**
Trustee **JESSE J. STO. DOMINGO**

SUBJECT : Appointment as **IC and Corporate Governance Compliance Officers**

DATE : **20 July 2022**

We are pleased to inform you, Truatees Fortunato G. Guerrero and Jesse J. Sto Domingo that you have been appointed as **Compliance Officers** as Head and alternate representatives respectively, of the LAKAN MBAI for both as **IC and Corporate Governance Committee** of the Insurance Commission

In view thereof, you are tasked to make and submit all the necessary reports and documents as required by the corresponding agencies.

Further the concern Officers are required to report to the Board of Trustees any update and/or requirements to be implemented as passed by all corresponding agencies.

Recommending approval:

FERDINAND M. GARAY
President

Approved:

TOMAS G. RENTOY III
Chairman



Corporate Governance compliance officers



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

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Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **TOMAS G. RENTOY III**
Trustee **BUENAVENTURA M. VIRAY JR.**
Trustee **FERDINAND M. GARAY**
Trustee **FORTUNATO G. GUERRERO**
Trustee **MARIO N. RARIZA JR.,**
Consultant **ROSALINA V. BACTOL**

SUBJECT : Appointment as Members of the **EXECUTIVE COMMITTEE**

DATE : 20 July 2022.

We are pleased to inform you that the following are appointed by the Board in a Board Meeting held 20 July 2022:

Chairman : Trustee Tomas G. Rentoy III
Members : Trustee Buenaventura M. Viray jr.
Trustee Ferdinand M. Garay
Trustee Fortunato G. Guerrero
Trustee Mario N. Rariza Jr.
BOT Sec. Rosalina V. Bactol

to be the members of the Executive Committee.

Said Committee is responsible to the decision making in the organization, reviews all recommendations and make annual strategic plan

In view thereof, you are task to make, discuss and hear all input and ample facts, documentations and/or time for critical decision-making during all Board meetings and conferences with all members of the Board of Trustees

Recommending approval:

FERDINAND M. GARAY
President

Approved:

TOMAS G. RENTOY III
Chairman



EXECUTIVE COMMITTEE



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **FERDINAND M. GARAY**
Trustee **ROSENDO M. DIAL**
Trustee **MARIO N. RARIZA JR.**

SUBJECT : Appointment as Members of **INVESTMENT COMMITTEE**

DATE : 20 July 2022

We are pleased to inform that the following are appointed by members of the Board in a Board Meeting held on 20 July 2022:

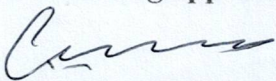
Chairman : Trustee **Ferdinand M. Garay**
Members : Trustee **Rosendo M. Dial**
Trustee **Mario N. Rariza Jr.**

to be the members of the Investment Committee.

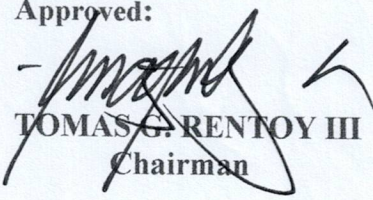
Said Committee is responsible to oversee the Association's evaluation of contemplated investment and portfolio companies in behalf of the Board.

In view thereof, you are task to make the necessary decisions and make the report and recommendations together with all pertinent data and statistics to be discuss with the Board during the Board meeting.

Recommending approval:


FERDINAND M. GARAY
President

Approved:


TOMAS G. RENTOY III
Chairman

INVESTMENT COMMITTEE



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **ROSENDO M. DIAL**
Trustee **BUENAVENTURA M. VIRAY JR.**
Trustee **SERAFIN P. BARRETTO JR**
Trustee **MARIO N. RARIZA JR.**
Lakan RODELIO JOCSON

SUBJECT : Appointment as Members of **NOMINATION RENUMERATION COMMITTEE**

DATE : **20 July 2022**

We are pleased to inform you that the following are appointed by the Board in a Board Meeting held 20 July 2022:

Chairman : Rosendo M. Dial,
Vice Chairman: Buenaventura M. Viray Jr.
Members : Serafin P. Barretto Jr.
Mario N. Rariza Jr.
Rodelio B. Jocson


to be the members of the joint Nomination and Remuneration Committee.

Said Committee is responsible to the implementation of the corporate governance of the organization. The Committee will evaluate the characteristics, performance and resumes of the board members and officers of the organization. Further you are responsible for selecting the best candidate and applicants for each seat and positions of the board as well as employees or officers of the organization as applicable.

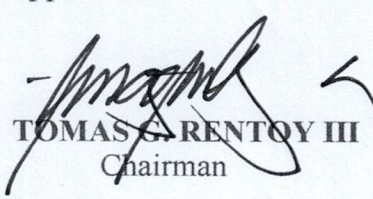
Consequently, another purpose of this joint Committee is to assist the Board in its decision with respect to the recruitment, retention, remuneration and development of the members of the Board, executives and employees and any other matters referring to benefits and or other reimbursements, settlements, assistance, or subsidies.

In view thereof, you are task to make and submit all the necessary reports and documents as required by Board of Trustees.

Recommending approval:


FERDINAND M. GARAY
President

Approved:


TOMAS G. RENTOY III
Chairman

NOMINATION RENUMERATION COMMITTEE



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8709 – 3228 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **ROSENDO M. DIAL** and Trustee **ROMAR A. EXILE**
SUBJECT : Appointment as **AMLA Compliance Officers**
DATE : 20 July 2022

We are pleased to inform you, Trustee Rosendo M. Dial and Trustee Romar A. Exile that you have been appointed as **Compliance Officers** both as Head and alternate representatives, of the LAKAN MBAI for **Anti-Money Laundering Council (AMLA)** of the Insurance Commission.

In view thereof, you are tasked to make and submit all the necessary reports and documents as required by the corresponding agencies.

Recommending Approval:

FERDINAND M. GARAY
President

APPROVED:

TOMAS G. RENTOY III
Chairman



AMLA COMPLIANCE OFFICERS



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee NOLASCO K. BATHAN
Trustee ROMAR EXILE
Trustee RODELIO JOCSON

SUBJECT : Appointment as Members of AUDIT COMMITTEE

DATE : 20 July 2022

We are pleased to inform you that the following are appointed by the Board in a Board Meeting held on 20 July 2022:

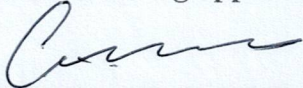
Chairman : Trustee Nolasco K. Bathan
Members : Trustee Romar Exile
Trustee Rodelio Jocson

to be the members of the Audit Committee.

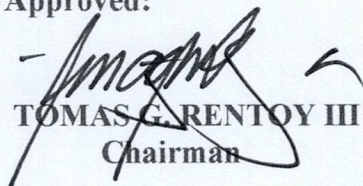
The primary purpose of this Committee is to provide insight to the financial reporting process. The association's system of internal controls and compliance with laws and regulations. Further it is also tasked to ensure the integrity of the financial control and integrated reporting and intensifying and managing any financial risk.

In view thereof, you are task to make the necessary decisions and make the report and recommendations together with all pertinent data and statistics to be discuss with the Board during the Board meeting.

Recommending approval:


FERDINAND M. GARAY
President

Approved:


TOMAS G. RENTOY III
Chairman



AUDIT COMMITTEE



LAKAN MUTUAL BENEFIT ASSOCIATION, INC

Unit 704, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Avenue Cubao, Q.C.,
Tel. No. (02) 8643-5066 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : Trustee **FERDINAND M. GARAY**
Trustee **MARIO N. RARIZA JR.**
Trustee **FORTUNATO G. GUERRERO**
Ms. MARLENE D ZAMUDIO

SUBJECT : Appointment as Members of **CLAIMS COMMITTEE**

DATE : 20 July 2022

We are pleased to inform you that the following are appointed by the members of the Board in a Board Meeting held on 20 July 2022:

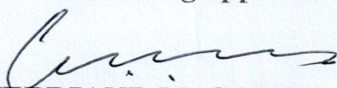
Chairman : Trustee **Ferdinand M. Garay**
Vice Chairman: Trustee **Fortunato G. Guerrero**
Members : Trustee **MARIO N. RARIZA JR.**
Ms. MARLENE D ZAMUDIO

to be the members of the Claims Committee

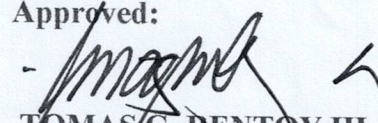
The primary purpose of this Committee is to assess the documents presented by the claimant/s and to assist the Board in its decision with respect to claims settlements whether to honor, deny, or resist any claim/s in part or in whole as presented to the association in accordance to its rules and regulations as guided by the IC rulings.

In view thereof, you are task to make the necessary decisions and make the report and recommendations together with all pertinent data and statistics to be discuss with the Board during the Board meeting.

Recommending approval:


FERDIAND M. GARAY
President

Approved:


TOMAS G. RENTOY III
Chairman





LAKAN MUTUAL BENEFIT ASSOCIATION, INC

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Tel. No. (02) 8709 – 3228 / Cell No: 09171025221 / Email: pnpalakanmbai@gmail.com

MEMO TO : TRUSTEE PEDRO E. BULAONG
GENERAL MANAGER FERDINAND M. GARAY
SUBJECT : Appointment as Association's COMPLIANCE OFFICERS TO IC
DATE : 18 November 2021

We are pleased to inform you that the following are appointed by the members of the Board in a Board Meeting held on 18 November 2021:

Chairman : PEDRO E. BULAONG
Member : GENERAL MANAGER FERDINAND M. GARAY

to be the Association's Compliance Officers to IC.

You are responsible for overseeing an Association's compliance with government laws and regulations. These include coordinating with the Association's management to identify potential risks, implementing policies and procedures to uphold laws and regulations and monitoring the company's adherence to those policies and procedures.

You are further tasked to see to it that all reports and requirements are properly submitted to all concerned agencies whose supervision this Association is under to as mandated by the laws.

In view thereof, you are task to make the necessary decisions and make the report and recommendations together with all pertinent data and statistics to be discuss with the Board during the Board meeting.

Recommending approval:

TRUSTEE SERAFIN P. BARRETTO JR.
President

Approved:

TRUSTEE TOMAS G. RENTOY III
Chairman





LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City

BOARD RESOLUTION No: 14-2024

A RESOLUTION APPROVING THE COMPOSITION OF THE CORPORATE GOVERNANCE COMMITTEE

WHEREAS, under Article I, Section 1, Sub-Para (a) of the Lakan MBI By-Laws, the Board of Trustees having been vested with the exercise of corporate powers by the Association, is allowed "to make and change rules and regulations not inconsistent with these by-laws for the management of the association's objectives and affairs";

WHEREAS, under Article IV, Section 5 of the Lakan MBI By-Laws, and in support of the foregoing, require that "The Board may create any other committees it may deem necessary to carry out the functions of the Board and other objectives of the Association";

WHEREAS, the Insurance Commission through Circular Letter No. 2020-71 dated 13 June 2020 published the Revised Code of Corporate Governance for Insurance Commission Regulated Companies, requires likewise the creation of a Corporate Governance Committee;

WHEREAS, during the Regular Monthly Meeting of the Board of Trustees held on May 9, 2024, in Room 704, Regalia Tower C, P Tuazon Ave, Cubao Quezon City, the Chairman, and the BOT members present after careful deliberations, approved to constitute the Corporate Governance Committee, its composition and functions thereof.

NOW, THEREFORE, BE IT RESOLVED, AS IT IS NOW RESOLVED to approve the creation of a Corporate Governance Committee composed of the following:

USEC SERAFIN P BARRETO JR CESO IV – Chairman
PBGEN FORTUNATO G GUERRERO (Ret) – Member/Legal Officer
PSSUPT JESSE J STO DOMINGO (Ret) – Independent Trustee

RESOLVED FURTHER THAT the functions of the Corporate Governance Committee shall be in accordance with what is detailed in the Revised Corporate Governance Manual;

APPROVED this 9th day of May 2024 during its Regular Board Meeting held at Lakan MBI Office, 704, 7/F Regalia Park Towers C, P. Tuazon, Cubao, Quezon City, Philippines.

APPROVED:


PCSUPT TOMAS G RENTOY III (Ret)
Chairman


PBGEN FERDINAND M GARAY (Ret)
President



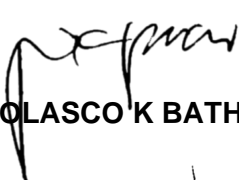
LAKAN MUTUAL BENEFIT ASSOCIATION, INC.


Units 704 & 706, 7/F Tower C, Regalia Park Towers, 150-P. Tuazon Ave. Brgy Socorro, Quezon City

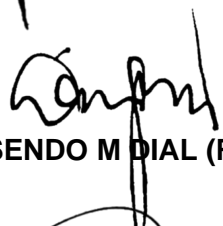

PCSUPT BUENAVENTURA M VIRAY JR. (Ret)
Vice-Chairman


PBGEN FORTUNATO G GUERRERO
Vice-President


PBGEN MARIO N RARIZA JR. (Ret)
Treasurer


PBGEN NOLASCO K BATHAN (Ret)
Auditor


USEC SERAFIN P BARRETTO JR. CESO IV
Trustee


JDIR ROSENDO M DIAL (Ret), PhD
Trustee



PSSUPT PROCOPIO G LIPANA (Ret)
Trustee


PCSUPT PEDRO E BULAONG (Ret)
Independent Trustee


PSSUPT JESSE J STO.DOMINGO (Ret)
Independent Trustee


PMAJ ROMAN A EXILE
Independent Trustee

Attested:


ROSALINA V BACTOL
Board Secretary



REPUBLIC OF THE PHILIPPINES
SECURITIES AND EXCHANGE COMMISSION
Ground Floor, Secretariat Building, PICC
City Of Pasay, Metro Manila

Securities and
Exchange
Commission
COMPANY REG. NO. CN201508615
PHILIPPINES

CERTIFICATE OF FILING OF AMENDED BY LAWS

KNOW ALL PERSONS BY THESE PRESENTS:

THIS IS TO CERTIFY that the Amended By-Laws of the

LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

copy annexed, adopted on April 13, 2022 by unanimous vote of the Board of Trustees and by the vote of at least two-thirds of the members of the corporation, and certified under oath by the Corporate Secretary and a majority of the said board was approved by the Commission on this date pursuant to the provisions of Section 47 of the Revised Corporation Code of the Philippines, Republic Act No. 11232, which took effect on February 23, 2019, and copies thereof are filed with the Commission.

IN WITNESS WHEREOF, I have set my hand and caused the seal of this Commission to be affixed to this Certificate at Pasay City, Metro Manila, Philippines, this 27th day of September, Twenty Twenty Two.


DANIEL P. GABUYO
Assistant Director
SO Order 1188 Series of 2018

JS/qba



ate: 2022-10-28 Time: 08:16:48 AM



Machine Validation:



ORH 2160991 - August 16, 2022 08:34AM
KIMBERLY C. SALES PHP2,080.00*****

Republic of the Philippines
DEPARTMENT OF FINANCE
SECURITIES AND EXCHANGE COMMISSION
Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City, 1307

Securities and Exchange Commission
PHI No. 20220808-5755514

PAYMENT ASSESSMENT FORM

DATE 08/08/2022	RESPONSIBILITY CENTER CRMD
PAYOR: LAKAN MUTUAL BENEFIT ASSOCIATION INC Q.C.	

NATURE OF COLLECTION	QUANTITY	ACCOUNT CODE	AMOUNT
Amended Articles of Incorporation		4020102000 (606)	1,000.00
Amended By Laws		4020102000 (606)	1,000.00
Legal Research Fee (A0823)		2020105000 (131)	20.00
Documentary Stamp Tax	2	4010401000 (4010401)	60.00
---NOTHING FOLLOWS---			
TOTAL AMOUNT TO BE PAID			Php 2,080.00
Assessed by: jasubido		Amount in words: TWO THOUSAND EIGHTY PESOS AND 00/100	
Remarks:			

Payment Options

- Online payment thru SEC Payment Portal
• <https://espaysec.sec.gov.ph>
- Over the Counter Payments
• SEC Cashier Office
• Selected Landbank Branches

Breakdown Summary

FUND ACCOUNT	AMOUNT	ACCOUNT #
BIR Account - DST	60.00	see SEC BIR accounts
SEC RCC Current Account	2,000.00	3752-1001-43
BTR Account - LRF	20.00	see SEC BTR accounts
TOTAL		Php 2,080.00

Notes:

- This form is valid for forty-five (45) calendar days from the date of Payment Assessment Form (PAF)
- Accepted modes of payment at SEC Main Office, Pasay City:
1. Cash 2. Manager's/Cashier's Check 3. Postal Money Order
- Accepted modes of payment at selected Landbank branches:
1. Cash 2. Manager's/Cashier's Check payable to the Securities and Exchange Commission
- For check payment, please prepare separate checks per fund account as indicated on the breakdown summary. All checks must be payable to Securities and Exchange Commission
- For over the counter payment at LandBank, preparation of oncall payment or deposit slip shall be per fund account as indicated on the breakdown summary.
If fund code is BTR, use an oncall payment slip.
If fund code is BIR, REIT, SRC or RCC, use a regular deposit slip.
Send through email the copy of the machine-validated oncall payment slip / deposit slip to the issuer of this PAF to confirm that payment has been made.
- For National Capital Region, payments are only allowed through the following Landbank Branches: EDSA Greenhills, EDSA Congressional, Araneta EO, YMCA, DOTC, Ortigas EO, Muntinlupa, and North Avenue
- ANY ALTERATIONS WILL INVALIDATE THIS FORM

SEC BIR Accounts - DST

SEC Clearing Account	SEC Office
3752-1002-75	Head Office / NCR
0072-1178-59	Tarlac
0222-1003-48	Baguio
0132-1123-98	Legazpi
3302-1046-88	Iloilo
3162-1098-20	Bacolod
0142-1085-85	Cebu
0192-0639-30	Zamboanga
0152-1090-08	Cagayan De Oro
0162-1090-73	Davao

SEC BTR Accounts - LRF

SEC Clearing Account	SEC Office
3402-2319-20	Head Office / Tarlac
3402-2319-38	Baguio
3402-2319-46	Legaspi
3402-2319-54	Iloilo / Bacolod
3402-2319-62	Cebu
3402-2319-70	Zamboanga
3402-2319-89	Cagayan De Oro
3402-2319-97	Davao

Date: 2022-10-28 Time: 08:16:48 AM

Username: Patricia Anne Mendoza
Page 2 of 25 pages NOV 02 2022
Verified by: L. ALBA Date Issued:

COVER SHEET

for Applications at
COMPANY REGISTRATION AND MONITORING DEPARTMENT

Nature of Application

AMENDMENT

SEC Registration Number

CN201508615

Former Company Name

LAKAN MUTUAL BENEFIT ASSOCIATI
ON INC.

AMENDED TO:
New Company Name

Principal Office (No./Street/Barangay/City/Town)Province

704 7/F REGALIA PARK TOWER C P.
TUAZON BRGY SOCORRO CUBAO QUEZ
ON CITY

COMPANY INFORMATION

Company Email Address

pnpalakanmbai@gmail.com

Company's Telephone Number/s

(02)8643-5066

Mobile Number

0917-102-5221

CONTACT PERSON INFORMATION

The designated person **MUST** be a Director/Trustee/Partner/Officer/Resident Agent of the Corporation

Name of Contact Person

PCSUPT TOMAS G RENTOY III

Email Address

lakanmbai2015@gmail.com

Telephone Number/s

(02) 8643-5066

Mobile Number

0917-1025221

Contact Person's Address

UNIT 704 7/F REGALIA PARK TOWERS C, P.TUAZON COR BRGY SOCORRO CUBAO QUEZON CITY METRO MANILA

To be accomplished by CRMD Personnel

Assigned Processor

Date

Signature

Document I.D.

Received by Corporate Filing and Records Division (CFRD)

Forwarded to:

Corporate and Partnership Registration Division

Green Lane Unit

Financial Analysis and Audit Division

Licensing Unit

Date: 2022-11-02 Time: 08:16:48 AM

Username: Patricia Anne Mendoza

Page 3 of 20 pages
Verified by L. ALDAY Date Issued

NOV 02 2022

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BY - LAWS

OF

LAKAN MUTUAL BENEFIT ASSOCIATION, INC.

(Name of Corporation)

(Formerly: PNPA LAKAN MUTUAL BENEFIT ASSOCIATION, INC.)

(AS AMENDED ON JUNE 8, 2018)

ARTICLE I

BOARD OF TRUSTEES

Securities and Exchange Commission PHILIPPINES

Section 1. Board of Trustees – the corporate powers of the association shall be exercised, its business conduct and its property controlled by the Board of Trustees composed of nine (9) elected and two (2) appointed independent members who shall be selected in the manner herein provided who shall serve for a term of three (3) years from the date of their qualification and until their successor are elected and qualified. Without prejudice to such powers as may be granted by laws, the Board of Trustees are shall also have the following powers:

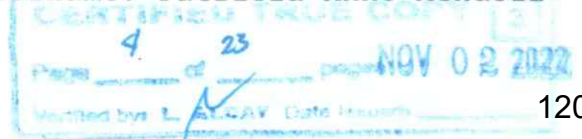
- a. To direct, supervise and control the business affairs, properties and funds of the association;
- b. To make and change rules and regulations not inconsistent with these By-laws for the management of the association's objectives and affairs and provide guidance to the officers, employees, and members of the association, and to further review or amend the same when it deems necessary for the management of the association's business and affairs; (as amended on April 13, 2022)
- c. To purchase, receive, take, or otherwise acquire for and in the name of the association, any and all properties, rights, or privileges- for the association;
- d. To prosecute, maintain, defend, compromise, or abandon any lawsuit in which the association or its officers are either plaintiff or defendants in connection with the activities of the association;
- e. To delegate, from time to time, any of the powers of the board which may be lawfully delegated in the course of the operation of the association to any standing or special committee or to any officer or agent and to appoint any person to be agent of the association with such powers and upon such terms as may be deemed necessary; and
- f. To implement these by-laws and to act on any corporate matter not covered by these by-laws provided such matters does not require the approval or consent of the members under the Corporate Code of the Philippines or any corresponding Rules and Regulations of the Insurance Commission. (as amended on April 13, 2022)

Section 2. Qualifications – No member shall be eligible for election to the Board of Trustees unless he is of a member of good standing and has not committed any offense mentioned in Section 3 of Article 1.

Section 3. Disqualification - No member convicted by final judgement of an offense punishable by imprisonment for a period exceeding six (6) years, or a violation of the Corporate Code, committed within five (5) years prior to the date of his election, shall qualify as a trustee of the association.

Section 4. Grounds for Removal or Expulsion of a Trustee:

- a. Three (3) consecutive absences from regular and special meetings without valid reasons;



- b. Conviction of crime involving moral turpitude;
- c. Non-payment of monthly contributions for a period of three (3) consecutive months
- d. Violation of LAKAN MBI Rules and Regulations.
- e. Vote of non-confidence of majority of the members upon petition of the General Membership. A Trustee may be removed from the office for cause by a vote of two-thirds (2/3) of the General Membership in a Special meeting called for the purpose; and
- f. Commission of acts inimical to the Association, fellow Trustees, personnel, and members, specifically those that caused grave physical, mental and moral injury.

(as amended on April 13, 2022)

Section 5. Term – The members of the Board of Trustees shall serve for a period of three (3) years and until their successor are duly elected and qualified.

Section 6. Compensation – Members of the Board of Trustees shall not receive compensation. However, they shall be entitled to reimbursement of all necessary expenses incurred on account of attendance in committee and board meetings, provided that all entitlements, benefits or emoluments shall be subject to liquidation approved by the Audit Committee. (as amended on April 13, 2022)

Section 7. Vacancies – Vacancies in the board caused by death, resignation or for any other reason except by removal or expiration of term may be filled up by at least a majority of the remaining trustees, if still constituting a quorum, otherwise said vacancies shall be filled by the members in a regular or special meeting called for the purpose. The elected trustee shall hold office for the unexpired portion if the term and until his successor have been elected and qualified

Section 8. Liability – The members of the Board are, in the discharge of their respective duties, personally, jointly and severally responsible for any transaction, act, or omission made in violation of law, rules and regulation, this By-laws or resolution of the General Membership, except those who entered a protest or contrary view and refused to be as signatory at the time when such transaction, act or omission was acted upon. (as amended on April 13, 2022)

ARTICLE II
ELECTIONS

Section 1. Election of the Board of Trustees – The Board of Trustees shall be elected during the Annual General Assembly or Special General Membership Meeting. The Members may cast many votes are there are numbers of Trustees to be elected but limited to one vote for one candidate only.

The members of the Board of Trustees shall be elected by plurality vote by the General Membership in an annual meeting which will be held at the principal office of the association or any other place designated by the Board in Metro Manila.

Section 2. Assumption of Office – Immediately after election, the elected Trustees shall organize by electing the officers of the Association. The elected Trustees and Officers will assume office immediately.



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Section 3. Manner of Voting – Voting shall be held by secret ballot on a one-member, one-vote basis either in person or by proxy or viva voce and all rights to include the rights to vote of above members are transferred to and shall be exercised by the presiding officer as provided by Section 90 of the Corporate Code and

Section 4. Nomination – Candidates for the members of the Board of Trustees shall be present in person and nominated on the floor.

Section 5. Committee on Election – Before the election, the Board of Trustees shall create a Election Committee of three (3) members who shall manage the conduct of election. Members of the Election Committee shall not be eligible as candidate to the Board of Trustees.

Section 6. Rules and Regulations – The Election Committee shall promulgate rules and regulations to govern the conduct of election. It shall, among other matter, be pertinent to the holding of election, pass on the qualification of candidates, prepare and issue the ballots, supervise the voting, canvass the votes, and proclaim the winning candidates. Results of the election duly certified by the Election Committee shall be final. (as amended on April 13, 2022)

ARTICLE III
(as amended on April 13, 2022)

MEETING OF TRUSTEES

Section 1. Meetings – Regular meetings of the Board of Trustees shall be held anywhere in or outside of the Philippines on a date adopted by the board. Special meetings may be called at any time, for any purpose by the Chairman or upon request of majority of the Trustees. (as amended on April 13, 2022)

Special meetings of the Board of Trustees shall be called as the need arises, by the Chairman or upon petition of majority of the Board of Trustees. (as amended on April 13, 2022)

Section 2. Notice – The notice of the meeting shall be communicated by the Secretary to each Trustee personally, or by telephone or by written or electronic message at least one (1) day prior to the scheduled meeting. It shall indicate the date, time and place of the meeting. A trustee may waive this requirement either expressly or impliedly.

Notice of Special Meetings shall be served either personally or through any fastest means of communication available in the immediate area of the meeting venue within a reasonable period of time of not less than one (1) day before the scheduled meeting. (as amended on April 13, 2022)

Section 3. Quorum – A majority of the number of trustees as fixed in the Articles of Incorporation shall constitute a quorum for the transaction of corporate business and every decision of at least a majority of the trustees present at a meeting at which there is a quorum shall be valid as a corporate act, except for the election of officers which shall require the vote of a majority of all the members of the Board.

Section 4. Conduct of Meeting – Meetings shall be presided over by the Chairman or in his absence, by any other Trustee chosen by the Board. The Secretary shall act as secretary of every meeting, if not present the Chairman shall appoint a secretary for the

meeting. The trustees cannot attend or vote by proxy at board meetings. . (as amended on April 13, 2022)

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Securities and Exchange Commission PHILIPPINES

Section 1. Executive Committee - The Board may appoint from among its members an Executive Committee, composed of not less than three (3) but not more than five (5) members which shall act accordingly as provided for in Section 35 of the Corporation Code.

Section 2. Oversight and Audit Committee - Board of Trustees shall appoint the members of the Audit Committee to be composed of at least three (3) members. Preferably, one of the members of the Audit Committee has accounting and finance experience. In the absence thereof, the Board may appoint an Adviser, who must be a member in good standing in the Association and must be a certified public accountant.

Section 3. Nomination and Remuneration Committee - The Nomination and Remuneration Committee shall be composed of at least three (3) members of the Board of Trustees. It shall be responsible for the formulation of the salaries, wages, allowances and other benefits accorded by law to the officers, employees and other retained professional services that may be required and necessary for the operation of the Association.

Section 4. Investment Committee - The Board of Trustees shall appoint the members of the Investment Committee of at least three (3) members. It shall be responsible in overseeing and evaluating the contemplated investment portfolio in behalf of the Board.

Section 5. Other Committees - The Board may create any other committees it may deem necessary to carry out the functions of the Board and other objectives of the Association.

Section 6. Vacancy - If any member of the committee shall refuse to serve, or neglect to perform his duty, or his office shall become vacant, the Board of Trustees may appoint a substitute in his place.

. (as amended on April 13, 2022)

ARTICLE V OFFICERS

Section 1. Officers - Immediately after the election, the Board of Trustees shall formally organize by the election of Chairman, Vice Chairman, President and Vice President all of whom must be Trustees, a Secretary, Treasurer and an Auditor, whom may or may not be a Trustee. . (as amended on April 13, 2022)

The Board may appoint other officers in addition to the above-mentioned officers, any two (2) or more positions may not be held concurrently by the same person, except that none of them shall act as Chairman and President, or Treasurer or Secretary at the same time. . (as amended on April 13, 2022)

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Verified by: E. S. Lopez Date Issued: NOV 02 2022

Section 2. Term of Office – All officers of the Association shall hold office for a term of three (3) years and until their successor are duly elected and qualified. . (as amended on April 13, 2022)

Section 3. Board of Trustees as Officer - Members of the Board of Trustees may be employed in the Association during their tenure of office for the position that are mandated by the Corporations Code and for their expertise. (as amended on April 13, 2022)

Section 4. Vacancies – All vacancies in the position of the officers shall be filled by a majority vote of the Board of Trustees. The elected successor shall hold office for the unexpired term. . (as amended on April 13, 2022)

ARTICLE VI

DUTIES AND FUNCTIONS OF OFFICERS

Section 1. Chairman – The Chairman shall have the following powers and duties:

- a. Call and preside over meetings of the Board of Trustees and the General Membership;
- b. Direct and oversee the activities of the Association; and
- c. Designate from among the qualified Trustees the replacement of the President during the latter's absence, incapacity, or demise, if the Vice President is unqualified.

Section 2. Vice-Chairman – The Vice-Chairman shall exercise the power of authority and duties of the Chairman of the Board of Trustees during the absence or inability of the later. . (as amended on April 13, 2022)

Section 3. President – The President shall exercise the following functions: . (as amended on April 13, 2022)

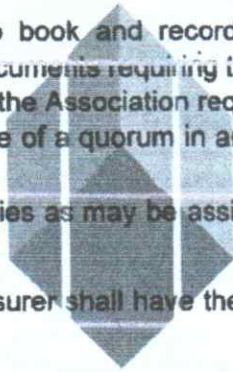
- a. To manage and supervise the business affairs of the association;
- b. To implement the administrative and operational policies of the association as resolved by the Board of Trustees;
- c. To represent the association at all activities and objectives of the association;
- d. To execute all contracts, agreements and commitments of the corporation entered by the Board of Trustees;
- e. To oversee the preparation of the budget and statement of accounts of the association;
- f. To preside and submit reports at the meetings of the Board of Trustees; and
- g. To perform such other duties as may be directed by the Board of Trustees.

Section 4. Vice-President – The Vice-President shall have such powers and duties as the Board of Trustees may from time prescribe. In case the President is absent or incapacitated, the Vice President, if qualified, shall have the powers and discharge the duties of the President. . (as amended on April 13, 2022)

Section 5. Secretary – The Secretary shall exercise the following functions: . (as amended on April 13, 2022)

- a. To record the minutes and resolutions in all membership and trustees' meetings and maintain corporate books in such form and manner required by law;

- b. To keep the membership book and record of the association, and affix the corporate seal to all official documents requiring the same;
- c. To give or send notices of the Association required by law and these by-laws;
- d. To determine the existence of a quorum in any meeting of the members and the Board of Trustees; and
- e. To perform such other duties as may be assigned to him by the President or the Board of Trustees.



Securities and
Exchange
Commission
PHILIPPINES

Section 6. Treasurer – the Treasurer shall have the following functions: . (as amended on April 13, 2022)

- a. To keep full and accurate accounts of the funds, receipts and disbursements in the books of the Association;
- b. To deposit in the name and to the credit of the Association, in such bank as may be designated by the Board of Trustees, all the funds, securities and valuable effects of the Association;
- c. To render in annual statements showing the financial condition of the Association and other financial reports to the President and Board of Trustees, as well as, proper government agencies; and
- d. To perform such other duties and functions as may be assigned to him by the Board of Trustees. . (as amended on April 13, 2022)

To protect the funds of the Association, the Treasurer must be bonded in such amount as may determine by the Board of Trustees.

Section 7. Auditor – The Auditor shall audit the books of the Association and prepare the Annual Balance Sheet and Profit and Loss Statements. He shall submit his Audit Report in time for the Annual Membership' Meeting.

ARTICLE VII

(as amended on April 13, 2022)

MEMBERSHIP

Section 1. Qualification for Membership – Membership shall be voluntary and by application to and approval of the Board of Trustees or its authorized representative. For admission to the Association, an applicant member must be of legal age, and possess all the qualifications set by the Board of Trustees. (as amended on April 13, 2022)

Section 2. Types of Members – Members of the Association may either be a Regular or an Associate member.

- A. Regular Member – graduates of the Philippine National Police Academy (PNPA)
- B. Associate Members:
 - 1) Uniformed and Non-Uniformed Personnel of the Philippine National Police (PNP), Bureau of Fire Protection (BFP) and Bureau of Jail Management and Penology (BJMP);
 - 2) Adopted and Honorary Members of PNPA classes;
 - 3) Officers and employees of the Lakan Mutual Benefit Association (LAKAN MBAI), PNPA Alumni Association, Inc.(PNPAAA), PNPA Lakan Retirees Association, Inc. Kampilan Multi-Purpose Cooperative (KMPC).
 - 4) Officers and employees of the (PNPALRAI), and Department of Interior and Local Government (DILG) and its Bureaus; and

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Immediate family members up to first (1st) civil degree of consanguinity of a Regular Member of the Association. (as amended on April 13, 2022)

Section 3. Rights of Members –

- A. **Regular Member** shall have the following rights:
- 1) Subject to the provisions of Section 2 Article II, of this By-Laws, to be eligible to any elective or appointive office of the Association.
 - 2) To receive the benefits of the subscribed benefit plan.;
 - 3) To participate and vote in all deliberations/meetings of the Association
 - 4) To avail of all the facilities, products, and services of the Association
 - 5) To inspect the records or books of the Association at reasonable hours during business days. (as amended on April 13, 2022)
- B. **Associate Member** shall enjoy the benefits, rights and privileges of a Regular Member as provided in Section 3, Article VII of this By-Laws, except the right to vote and be voted upon as member of the Board of Trustees.

Section 4. Duties of a Member

A. **Regular Member**

- 1) To obey and comply with the By-Laws, rules and regulations that may be promulgated by the Association from time to time;
- 2) To attend all the General Assembly Meetings of the Association; and
- 3) To pay the membership fees, monthly premium contributions and other assessment as may be determined by the Board of Trustees.

B. **Associate Member**

- a. To obey and comply with the By-Laws, rules and regulations that may be promulgated by the Association from time to time; and
- b. To pay membership fees, monthly contributions and other assessment as may be determined by the Board of Trustees.

Section 5. Certificate of Membership – The Association shall issue the Certificate of Membership to its members specifying the benefits which they are entitled to. The Certificates shall be signed by the Chairman, countersigned by the Secretary, and sealed with the corporate seal.

Such certificate, together with the Articles of Incorporation, its By-Laws and all existing laws as may be pertinent shall constitute the agreement, as of the date of issuance, between the Association and the member,

The Certificate of Membership shall continue during the life of the member unless otherwise terminated by death, total and permanent disability, cancellation, resignation, or expulsion.

Membership in the Association is non-transferable.

The Secretary of the Association shall keep a database to be known as the "Membership Book" containing the names of the members of the Association, their address and contact details, list of beneficiary/ies, the date when they were admitted as members and upon termination of membership, the date of such termination.

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[Signature]

Section 6. Beneficiaries – Each member shall designate the person or group of persons as beneficiary/ies. In the absence of such designation, the beneficiary/ies listed in the Personnel File of the Member shall apply.

If the above condition does not apply, the Member's death benefits and other amounts accruing to his/her estate shall be disposed in accordance with the law of succession.

(as amended on April 13, 2022)

Securities and
Commission
PHILIPPINES

ARTICLE VIII

(as amended on April 13, 2022)

MEETINGS OF MEMBERS

Section 1. Meetings – The annual general membership meetings of all the members of the Association shall be held every second Saturday of July of each year. Special meetings may be called as the need arises upon petition of 1/3 of the General Membership. *(as amended on April 13, 2022)*

Section 2. Place of Meeting – The meetings shall be held in the principal office of the association stated in Article III of the Articles of Incorporation or at any place designated by the Board of Trustees in the city or municipality indicated therein. Meetings may also be held outside the place where the principal office is located. Provided that the meetings shall be with due notice and within the Philippines.

Section 3. Notices – Notices of meetings shall be given by the Secretary through e-mail, registered mail, or electronic messages, at least two (2) weeks before the conduct of the General Membership meetings or one (1) week for special meetings prior to the date set for such meeting to each member of record at his last known address. The notice shall state the place, date and hour of the meeting, and the purpose for which the meeting is called. *(as amended on April 13, 2022)*

Section 4. Waiver of Notice – Notice of meeting may be waived verbally by any member attending it.

Section 5. Quorum – The presence of a majority (50%+1) of the members, in person or proxy, shall constitute a quorum to conduct business. If no quorum is constituted, the meeting shall be adjourned until the requisite number of members shall be present. *(as amended on April 13, 2022)*

Section 6. Proxy – Members may vote in person or by proxy in all meetings of members. Proxies shall be in writing, signed and filed with the Secretary of the association at least one (1) day prior to the scheduled meeting. Unless so filed, a proxy shall not be recognized.

ARTICLE IX

(as amended on April 13, 2022)

TERMINATION OF MEMBERSHIP

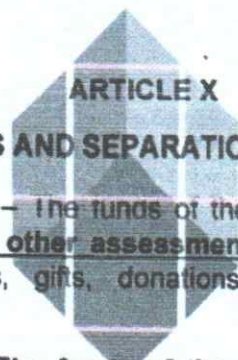
Section 1. Termination of Membership – Suspension, expulsion and termination of membership shall be decided by the Board of Trustees in accordance with the Rules and Regulations of the association.

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Username: Patricia Anne Mendoza

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Securities and Exchange Commission

**ARTICLE X
SOURCES AND SEPARATION OF FUNDS**

Section 1. Sources of Funds – The funds of the Association shall be derived from membership fees, contributions, and other assessments from members, earnings from investments, savings, annual dues, gifts, donations, credit lines and loans from government and private institutions.

Section 2. Separate Funds – The funds of the Association shall be divided into separate funds as follows:

- A. Benefits Funds consists of the Individual Equity or Savings Accounts of all Members. This Fund, also called Equity Fund comes from the contributions of members net of Expense load and Cost of Insurance. In addition, this Fund comes from the Earnings from Investments and Savings.
- B. Investment Fund is the Benefits Funds itself in its aggregate and cumulative amount. This Fund is invested mainly in loans to Members. All idle amount of this Fund shall be invested in short-term placements in securities and money market subject to the approval of the Board in order to optimize utilization of this Fund. The earnings of this Fund during the year are allocated at yearend to Members' Individual Account.
- C. Insurance Fund consists of the Cost of Insurance deducted from the contribution of Members, the Fund shall pay the reinsurance cost and claims for insurance benefits on an Association self-insured basis during the year. The insurance savings of this Fund during the year are included in the surplus of the Association that are allocated and distributed pro rata at yearend according to the members' Individual Account
- D. General Administrative Fund shall consist of the Board-approved Expense Allowance of not more than ten percent (10%) to be deducted from the monthly contribution of members and five percent (5%) of the installment repayment in benefit, welfare and provident activities and all savings and Insurance Savings. The General Administrative Fund shall pay the operation and management services of the Association, including expenses incidental to the activities of the Board of Trustees

Section 3. Withdrawal Benefit – A withdrawal benefit in an amount equal to the Equity Value of a membership certificate shall be given to a member upon his withdrawal from or termination of membership with in the Association in accordance with Section 409 of the amended Insurance Code under PD 10607. (as amended on April 13, 2022)

Section 4. Disbursement – Withdrawal from the fund of the association, whether by check or any other instrument shall be signed by the Treasurer and countersigned by the President. If necessary, the Board of Trustees may designate other signatories.

members
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ARTICLE XI

CORPORATE RESERVES AND LIABILITIES

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Section 1. Reserves – The Association shall accumulate and maintain, out of periodic dues collected from its Members, sufficient reserves for the payment of claims or obligations for which it shall hold funds in securities satisfactory to the Insurance Commissioner consisting of bonds and other securities of the Government of the Philippines or any of its political subsidiaries and instrumentalities.

Section 2. Impairment of Reserves – The Board of Trustees shall, in the event that the reserve as to all or any class or certificates become impaired, may require that there shall be paid by the Members out of their accounts equitable proportion of such deficiency, as ascertained by the Board, and if payment is not made it shall stand as an indebtedness against the membership certificates of the defaulting members and shall draw interest not to exceed five percent (5%) per annum compounded annually.

Section 3. Reserves Liability – The reserve liability shall be established in accordance with actuarial procedures and shall be approved by the Insurance Commissioner.
(as amended on April 13, 2022)

ARTICLE XII

MANAGEMENT OF THE ASSOCIATION

Section 1. Management – The Board of Trustees will manage all the business affairs of the Association with the assistance of a professional actuary duly accredited by the Insurance Commission.

Section 2 Transparency – The management shall employ qualified retired members and dependents of members. It should maintain utmost transparency and aim to maximize benefits that accrue to the members in order to optimize the impact of these benefits on their work performance in attaining the mission of LAKAN MDAI.
(as amended on April 13, 2022)

ARTICLE XIII

DISSOLUTION AND SUSPENSION OF OPERATIONS

Section 1. Dissolution – The Association may be dissolved upon any of the following grounds:

- a) By expiration of term for which the Association was organized, unless extended, and
- b) By two-thirds (2/3) votes of the General Membership called for the purpose.

Section 2. Assets – Upon dissolution, the remaining assets of the Association shall be transferred or distributed to one or more entities for the purpose/s similar of its own or to the Philippine government for public purpose.

Section 3. Suspension of Operation – The Board of Trustees may suspend business operation of the Association in time of war and force majeure situations.

(as amended on April 13, 2022)

ARTICLE XIV

FISCAL YEAR

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Section 1. Fiscal Year – The fiscal year of the association shall be from January 1st to December 31st of each year. . (as amended on April 13, 2022)

ARTICLE XV
(as amended on April 13, 2022)
CORPORATE SEAL



Section 1 – The corporate seal shall represent the ideals and objectives of the Association shall be designed and approved by the Board of Trustees.

ARTICLE XVI

AMENDMENT OF BY – LAWS

Section 1. Amendments – The Board of Trustees, by majority vote thereof, and majority vote of members, at any regular or special meeting duly held for the purpose to amend, repeal these by-laws or adopt new by-laws. Any provision of this By-laws can be superseded by any latest development (e.g., Insurance Memorandum Circulars) and other legal order relevant to the Insurance Code issued by the Insurance Commission. In this case, any latest policy development by the Board of Trustees shall subject for General Members' ratification.

. (as amended on April 13, 2022)

IN WITNESS WHEREOF, we the undersigned incorporators/members representing a majority of the members of the Association have adopted the foregoing By – Laws and hereunto affixed our signatures this _____ day of MAY 2022 2022 in Quezon City, Philippines.

TOMAS G. RENTOY III

BUENAVENTURA M. VIRAY JR.

SERAFIN P. BARRETTO JR.

PEDRO E. BULAONG

MARIO N. RARIZA JR.

HARRY R. LORENZO III

NICOLAS K. BATHAN

ADELIO BENJAMIN G. CASTILLO

JACQUES M. CELAJE

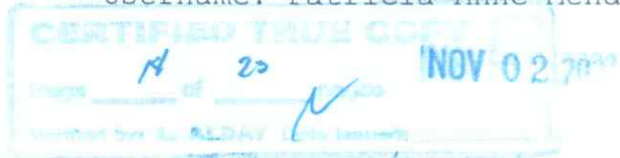
ROSENDO M. DIAL

PROCOPIO G. LIPANA

RICHARD R. SAAVEDRA

Date: 2022-10-28 Time: 08:16:48 AM

Username: Patricia Anne Mendoza



Lakan MBA



TRUSTEES CERTIFICATE

KNOW ALL MEN BY THESE PRESENTS:

We, the undersigned majority of the Trustees and Corporate Secretary of LAKAN MUTUAL BENEFIT ASSOCIATION, INC., do hereby certify that the By-Laws of the said association was amended by a unanimous vote of the trustees at a Board meeting held on April 13, 2022 at the principal office of corporation.

The amended provisions of the attached articles of Incorporation refer to the following:

BY - LAWS
BOARD OF TRUSTEES

Section 1. Board of Trustees - the corporate powers of the association shall be exercised, its business conduct and its property controlled by the Board of Trustees composed of nine (9) elected and two (2) appointed independent members who shall be selected in the manner herein provided who shall serve for a term of three (3) years from the date of their qualification and until their successor are elected and qualified. Without prejudice to such powers as may be granted by laws, the Board of Trustees are shall also have the following powers:

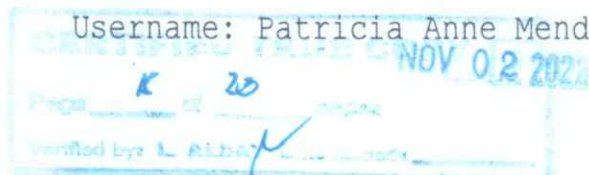
- a. To direct, supervise and control the business affairs, properties and funds of the association;
b. To make and change rules and regulations not inconsistent with these By-laws for the management of the association's objectives and affairs and provide guidance to the officers, employees, and members of the association, and to further review or amend the same when it deems necessary for the management of the association's business and affairs; (as amended on April 13, 2022)
f. To implement these by-laws and to act on any corporate matter not covered by these by-laws provided such matters does not require the approval or consent of the members under the Corporate Code of the Philippines or any corresponding Rules and Regulations of the Insurance Commission. (as amended on April 13, 2022)

Section 4. Grounds for Removal or Expulsion of a Trustee:

- a. Three (3) consecutive absences from regular and special meetings without valid reasons;
b. Conviction of crime involving moral turpitude;
c. Non-payment of monthly contributions for a period of three (3) consecutive months
d. Violation of LAKAN MBAI Rules and Regulations;
e. Vote of non-confidence of majority of the members upon petition of the General Membership. A Trustee may be removed from the office for cause by a vote of two-thirds (2/3) of the General Membership in a Special meeting called for the purpose; and
f. Commission of acts inimical to the Association, fellow Trustees, personnel, and members, specifically those that caused grave physical, mental and morai injury.

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(as amended on April 13, 2022)

Section 5. Term – The members of the Board of Trustees shall serve for a period of **three (3) years** and until their successor are duly elected and qualified.

Section 6. Compensation – Members of the Board of Trustees shall not receive compensation. However, they shall be entitled to reimbursement of all necessary expenses incurred on account of attendance in committee and board meetings, provided that all entitlements, benefits or emoluments shall be subject to liquidation approved by the Audit Committee. (as amended on April 13, 2022)

Section 8. Liability – The members of the Board are, in the discharge of their respective duties, personally, jointly and severally responsible for any transaction, act or omission made in violation of law, rules and regulation, this By-laws or resolution of the General Membership, except those who entered a protest or contrary view and refused to be as signatory at the time when such transaction, act or omission was acted upon. (as amended on April 13, 2022)

ARTICLE II

ELECTIONS

Section 1. Election of the Board of Trustees – The Board of Trustees shall be elected during the Annual General Assembly or Special General Membership Meeting. The Members may cast many votes are there are numbers of Trustees to be elected but limited to one vote for one candidate only.

The members of the Board of Trustees shall be elected by plurality vote by the General Membership in an annual meeting which will be held at the principal office of the association or any other place designated by the Board in Metro Manila.

Section 2. Assumption of Office – Immediately after election, the elected Trustees shall organize by electing the officers of the Association. The elected Trustees and Officers will assume office immediately.

Section 3. Manner of Voting – Voting shall be held by secret ballot on a one-member, one-vote basis either in person or by proxy or viva voce and all rights to include the rights to vote of above members are transferred to and shall be exercised by the presiding officer as provided by Section 90 of the Corporate Code.

Section 4. Nomination – Candidates for the members of the Board of Trustees shall be present in person and nominated on the floor.

Section 5. Committee on Election – Before the election, the Board of Trustees shall create a Election Committee of three (3) members who shall manage the conduct of election. Members of the Election Committee shall not be eligible as candidate to the Board of Trustees.

Section 6. Rules and Regulations – The Election Committee shall promulgate rules and regulations to govern the conduct of election. It shall, among other matter be pertinent to the holding of election, pass on the qualification of candidates, prepare and issue the ballots, supervise the voting, canvass the votes, and proclaim the winning candidates. Results of the election duly certified by the Election Committee shall be final. (as amended on April 13, 2022)

ARTICLE III

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(as amended on April 13, 2022)

Section 1. Meetings – Regular meetings of the Board of Trustees shall be held anywhere in or outside of the Philippines on a date adopted by the board. Special meetings may be called at any time, for any purpose by the Chairman or upon request of majority of the Trustees. (as amended on April 13, 2022)

Special meetings of the Board of Trustees shall be called as the need arises, by the Chairman or upon petition of majority of the Board of Trustees. (as amended on April 13, 2022)

Section 2. Notice

Notice of Special Meetings shall be served either personally or through any fastest means of communication available in the immediate area of the meeting venue within a reasonable period of time of not less than one (1) day before the scheduled meeting. (as amended on April 13, 2022)

Section 4. Conduct of Meeting – Meetings shall be presided over by the Chairman or in his absence, by any other Trustee chosen by the Board. The Secretary shall act as secretary of every meeting, if not present the Chairman shall appoint a secretary for the meeting. The trustees cannot attend or vote by proxy at board meetings. (as amended on April 13, 2022)

**ARTICLE IV
COMMITTEES**

Section 1. Executive Committee - The Board may appoint from among its members an Executive Committee, composed of not less than three (3) but not more than five (5) members which shall act accordingly as provided for in Section 35 of the Corporation Code.

Section 2. Oversight and Audit Committee – Board of Trustees shall appoint the members of the Audit Committee to be composed of at least three (3) members. Preferably, one of the members of the Audit Committee has accounting and finance experience. In the absence thereof, the Board may appoint an Adviser, who must be a member in good standing in the Association and must be a certified public accountant.

Section 3. Nomination and Remuneration Committee – The Nomination and Remuneration Committee shall be composed of at least three (3) members of the Board of Trustees. It shall be responsible for the formulation of the salaries, wages, allowances and other benefits accorded by law to the officers, employees and other retained professional services that may be required and necessary for the operation of the Association.

Section 4. Investment Committee – The Board of Trustees shall appoint the members of the Investment Committee of at least three (3) members. It shall be responsible in overseeing and evaluating the contemplated investment portfolio in behalf of the Board.

Section 5. Other Committees – The Board may create any other committees it may deem necessary to carry out the functions of the Board and other objectives of the Association.

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Chairman

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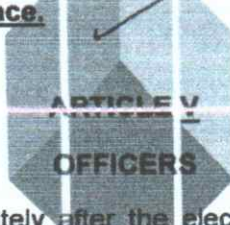
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Section 6. Vacancy – If any member of the committee shall refuse to serve, or neglect to perform his duty, or his office shall become vacant, the Board of Trustees may appoint a substitute in his place.

. (as amended on April 13, 2022)



Securities and Exchange Commission
PHILIPPINES

Section 1. Officers – Immediately after the election, the Board of Trustees shall formally organize by the election of Chairman, Vice Chairman, President and Vice President all of whom must be Trustees, a Secretary, Treasurer and an Auditor, whom may or may not be a Trustee. *. (as amended on April 13, 2022)*

The Board may appoint other officers in addition to the above-mentioned officers, any two (2) or more positions may not be held concurrently by the same person, except that none of them shall act as Chairman and President, or Treasurer or Secretary at the same time. *. (as amended on April 13, 2022)*

Section 2. Term of Office – All officers of the Association shall hold office for a term of three (3) years and until their successor are duly elected and qualified. *. (as amended on April 13, 2022)*

Section 3. Board of Trustees as Officer - Members of the Board of Trustees may be employed in the Association during their tenure of office for the position that are mandated by the Corporations Code and for their expertise. *. (as amended on April 13, 2022)*

Section 4. Vacancies – All vacancies in the position of the officers shall be filled by a majority vote of the Board of Trustees. The elected successor shall hold office for the unexpired term. *. (as amended on April 13, 2022)*

ARTICLE VI

DUTIES AND FUNCTIONS OF OFFICERS

Section 1. Chairman – The Chairman shall have the following powers and duties:

- a. Call and preside over meetings of the Board of Trustees and the General Membership;
- b. Direct and oversee the activities of the Association; and
- c. Designate from among the qualified Trustees the replacement of the President during the latter's absence, incapacity, or demise, if the Vice President is unqualified,

Section 2. Vice-Chairman – The Vice-Chairman shall exercise the power of authority and duties of the Chairman of the Board of Trustees during the absence or inability of the later. *. (as amended on April 13, 2022)*

Section 3. President – The President shall exercise the following functions: *(as amended on April 13, 2022)*

Section 4. Vice-President – The Vice-President shall have such powers and duties as the Board of Trustees. *(as amended on April 13, 2022)*

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Section 5. Secretary . (as amended on April 13, 2022)

Section 6. Treasurer . (as amended on April 13, 2022)

Section 7. Auditor . (as amended on April 13, 2022)

Securities and Exchange Commission PHILIPPINES

ARTICLE VII (as amended on April 13, 2022) MEMBERSHIP

Section 1. Qualification for Membership – Membership shall be voluntary and by application to and approval of the Board of Trustees or its authorized representative

Section 2. Types of Members – Members of the Association may either be a Regular or an Associate member.

A. Regular Member – graduates of the Philippine National Police Academy (PNPA)

B. Associate Members:

- 1) Uniformed and Non-Uniformed Personnel of the Philippine National Police (PNP), Bureau of Fire Protection (BFP) and Bureau of Jail Management and Penology (BJMP);
2) Adopted and Honorary Members of PNPA classes;
3) Officers and employees of the Lakan Mutual Benefit Association (LAKAN MBA), PNPA Alumni Association, Inc. (PNPAAA), PNPA Lakan Retirees Association, Inc., Kampilan Multi-Purpose Cooperative (KMPC).
4) Officers and employees of the (PNPALRAI), and Department of Interior and Local Government (DILG) and its Bureaus; and

Immediate family members up to first (1st) civil degree of consanguinity of a Regular Member of the Association. (as amended on April 13, 2022)

Section 3. Rights of Members –

A. Regular Member shall have the following rights:

- 1) Subject to the provisions of Section 2 Article II, of this By-Laws, to be eligible to any elective or appointive office of the Association
2) To receive the benefits of the subscribed benefit plan;
3) To participate and vote in all deliberations/meetings of the Association
4) To avail of all the facilities, products, and services of the Association
5) To inspect the records or books of the Association at reasonable hours during business days. (as amended on April 13, 2022)

B. Associate Member shall enjoy the benefits, rights and privileges of a Regular member as provided in Section 3, Article VII of this By-Laws, except the right to vote and be voted upon as member of the Board of Trustees.

Section 4. Duties of a Member

A. Regular Member

- 1) To obey and comply with the By-Laws, rules and regulations that may be promulgated by the Association from time to time;
2) To attend all the General Assembly Meetings of the Association and

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3) To pay the membership fees, monthly premium contributions and other assessment as may be determined by the Board of Trustees.

B. Associate Member

- a. To obey and comply with the By-Laws, rules and regulations that may be promulgated by the Association from time to time; and
- b. To pay membership fees, monthly contributions and other assessment as may be determined by the Board of Trustees.

Section 5. Certificate of Membership – The Association shall issue the Certificate of Membership to its members specifying the benefits which they are entitled to. The Certificates shall be signed by the Chairman, countersigned by the Secretary, and sealed with the corporate seal.

Such certificate, together with the Articles of Incorporation, its By-Laws and all existing laws as may be pertinent shall constitute the agreement, as of the date of issuance, between the Association and the member.

The Certificate of Membership shall continue during the life of the member unless otherwise terminated by death, total and permanent disability, cancellation, resignation, or expulsion.

Membership in the Association is non-transferable.

The Secretary of the Association shall keep a database to be known as the "Membership Book" containing the names of the members of the Association, their address and contact details, list of beneficiary/ies, the date when they were admitted as members and upon termination of membership, the date of such termination.

Section 6. Beneficiaries – Each member shall designate the person or group of persons as beneficiary/ies. In the absence of such designation, the beneficiary/ies listed in the Personnel File of the Member shall apply.

If the above condition does not apply, the Member's death benefits and other amounts accruing to his/her estate shall be disposed in accordance with the law of succession.

(as amended on April 13, 2022)

ARTICLE VIII

(as amended on April 13, 2022)

MEETINGS OF MEMBERS

Section 1. Meetings – The annual general membership meetings of all the members of the Association shall be held every second Saturday of July of each year. Special meetings may be called as the need arises upon petition of 1/3 of the General Membership. *(as amended on April 13, 2022)*

Section 3. Notices – Notices of meetings shall be given by the Secretary through e-mail, registered mail, or electronic messages, at least two (2) weeks before the conduct of the General Membership meetings

Section 5. Quorum – The presence of a majority (50%+1) of the members, in person or proxy, shall constitute a quorum to conduct business.

ARTICLE X

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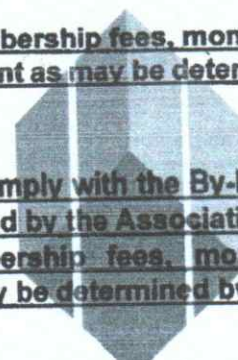
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Securities and Exchange Commission

SOURCES AND SEPARATION OF FUNDS

Section 1. Sources of Funds – The funds of the Association shall be derived from membership fees, contributions, and other assessments from members, earnings from investments, savings, annual dues, gifts, donations, credit lines and loans from government and private institutions.

Section 2. Separate Funds – The funds of the Association shall be divided into separate funds as follows:

- A. Benefits Funds consists of the Individual Equity or Savings Accounts of all Members. This Fund, also called Equity Fund comes from the contributions of members net of Expense load and Cost of Insurance. In addition, this Fund comes from the Earnings from Investments and Savings.
- B. Investment Fund is the Benefits Funds itself in its aggregate and cumulative amount. This Fund is invested mainly in loans to Members. All idle amount of this Fund shall be invested in short-term placements in securities and money market subject to the approval of the Board in order to optimize utilization of this Fund. The earnings of this Fund during the year are allocated at yearend to Members' Individual Account.
- C. Insurance Fund consists of the Cost of Insurance deducted from the contribution of Members. the Fund shall pay the reinsurance cost and claims for insurance benefits on an Association self-insured basis during the year. The insurance savings of this Fund during the year are included in the surplus of the Association that are allocated and distributed pro rata at yearend according to the members' Individual Account
- D. General Administrative Fund shall consist of the Board-approved Expense Allowance of not more than ten percent (10%) to be deducted from the monthly contribution of members and five percent (5%) of the installment repayment in benefit, welfare and provident activities and all savings and Insurance Savings. The General Administrative Fund shall pay the operation and management services of the Association, including expenses incidental to the activities of the Board of Trustees

Section 3. Withdrawal Benefit – A withdrawal benefit in an amount equal to the Equity Value of a membership certificate shall be given to a member upon his withdrawal from or termination of membership with in the Association in accordance with Section 409 of the amended Insurance Code under PD 10607.

ARTICLE XI

CORPORATE RESERVES AND LIABILITIES

Section 1. Reserves – The Association shall accumulate and maintain, out of periodic dues collected from its Members, sufficient reserves for the payment of claims or obligations for which it shall hold funds in securities satisfactory to the Insurance Commissioner consisting of bonds and other securities of the Government of the Philippines or any of its political subsidiaries and instrumentalities.

Section 2. Impairment of Reserves – The Board of Trustees shall, in the event that the reserve as to all or any class or corticates become impaired, may require that

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IN WITNESS WHEREOF, we hereunto signed this certification this 11th day of May 2022 at Quezon City.



Securities and Exchange Commission
PHILIPPINES

TOMAS G. RENTOY III
TIN NO. 127-133-388

BUENAVENTURA M. VIRAY JR
TIN NO. 139-479-060

SERAFIN P. BARRETTO JR.
TIN NO. 140-357-660

PEDRO E. BULAONG
TIN NO. 141-285-588

MARIO M. RARIZA JR.
TIN NO. 136-747-071

HARRY R. LORENZO III
TIN NO. 223-936-015

NOLASCO K. BATHAN
TIN NO. 141-953-889

ADELIO BENJAMIN G. CASTILLO
TIN NO. 136-198-054

JACQUES M. CELAJE
TIN NO. 140-393-391

ROSENDO M. DIAL
TIN NO. 140-371-771

PROCOPIO G. LIPANA
TIN NO. 135-647-868

RICHARD R. SAAVEDRA
TIN NO. 154-640-109

COUNTERED SIGNED:
ROSALINA V. BACTOL
CORPORATE SECRETARY
TIN NO. 120-883-735

ATTY. BRANIO G. CEDILLO
NOTARY PUBLIC
IPP. NO. 13653/ 1-3-2022
PIA NO. 1184203/ 1-3-2022
ROLL NO. 34957/ 5-4-1981
MCLE COMP. NO. VI-0012901

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**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PCSUPT TOMAS G RENTOY III (Ret) Designation: Chairman

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings	✓				
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date January 10, 2024

Evaluator/President, Lakan MBI: PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/ Vice-Chairman, BOT: PCSUPT BUENAVENTURA M VIRAY JR. (Ret) Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PCSUPT BUENAVENTURA M VIRAY JR (Ret) Designation: Vice-Chairman

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date January 10, 2024

Evaluator/President, Lakan MBI: Date December 15, 2023

Reviewer/Chairman, BOT: Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PBGEN FERDINAND M GARAY (Ret) Designation: President

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings	✓				
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date December 15, 2023

Evaluator/Vice-Chairman, BOT: Date December 14, 2024

Reviewer/Chairman, BOT: Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PCSUPT FORTUNATO G GUERRERO (Ret) Designation: Vice-President

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date January 10, 2024

Evaluator/President, Lakan MBI: Date December 15, 2023

Reviewer/Chairman, BOT: Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PBGEN MARIO N RARIZA (Ret) Designation: Treasurer

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date January 10, 2024

Evaluator/President, Lakan MBI: Date December 15, 2023

Reviewer/Chairman, BOT: Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PBGEN NOLASCO K BATHAN (Ret) Designation: Auditor

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature Date January 10, 2024

Evaluator/President, Lakan MBI: Date December 15, 2023

Reviewer/Chairman, BOT: Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: USEC SERAFIN P BARRETTO JR. CESO IV Designation: Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature *Shukran* USEC SERAFIN P BARRETTO JR. CESO IV Date January 10, 2024

Evaluator/President, Lakan MBI: *Cesar* PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/Chairman, BOT: *Imang* PCSUPT TOMAS G RENTOY III (Ret) Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**




TRUSTEE: JDIR ROSENDO M DIAL (Ret), PhD Designation: Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature  JDIR ROSENDO M DIAL (Ret), PhD Date January 10, 2024

Evaluator/President, Lakan MBI:  PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/Chairman, BOT:  PCSUPT TOMAS GRETOY III (Ret) Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PSSUPT PROCOPIO G LIPANA Designation: Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature PSSUPT PROCOPIO G LIPANA Date January 10, 2024

Evaluator/President, Lakan MBI: PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/Chairman, BOT: PCSUPT TOMAS G RENTOY III (Ret) Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**




TRUSTEE: PCSUPT PEDRO E BULAONG (Ret) Designation: Independent Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature  Date January 10, 2024

Evaluator/President, Lakan MBI:  Date December 15, 2023

Reviewer/Chairman, BOT:  Date Januay 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PSSUPT JESSE J STO DOMINGO (Ret) Designation: Independent Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature PSSUPT JESSE J STO DOMINGO (Ret) Date January 10, 2024

Evaluator/President, Lakan MBI: PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/Chairman, BOT: PCSUPT TOMAS G RENTOY III (Ret) Date January 10, 2024

**PERFORMANCE EVALUATION SHEET
MEMBERS OF THE BOARD OF TRUSTEES
LAKAN MUTUAL BENEFIT ASSOCIATION, INC**



TRUSTEE: PMAJ ROMAR A EXILE Designation: Independent Board of Trustee

Evaluation Period: January – December 2023 Date of Last Evaluation N/A

EVALUATION FACTORS		O	VS	S	NI	US
Attendance and Participation	Regular attendance at Board meetings and committee meetings		✓			
	Active participation in discussions and decision-making processes	✓				
	Preparation for meetings by reviewing materials and staying informed about organizational issues	✓				
	Completes tasks relative to his committee membership efficiently, timely, and in a professional manner	✓				
Governance and Oversight	Providing effective leadership and strategic direction to the organization	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
	Oversight of the organization's financial health, legal compliance, and risk management	✓				
Resource Development	Fostering relationships with investors, partners, and stakeholders	✓				
	Contributing to the financial sustainability of the organization	✓				
Advocacy and Public Relations	Advocating for the organization's mission and impact on the community	✓				
	Representing the organization at public events and in other public engagements	✓				
	Enhancing the organization's reputation and visibility in the community	✓				
Collaboration and Teamwork	Collaborating effectively with fellow Board members, officers, and staff	✓				
	Respect diverse perspectives and fostering a culture of inclusivity	✓				
	Working together towards common goals and shared success	✓				
	Demonstrates a pleasant and calm personality when dealing with other officers and fellow trustees	✓				
LEGEND: O = Outstanding; VS = Very Satisfactory; S = Satisfactory; NI = Needs Improvement; US = Unsatisfactory						

Comments and Recommendations: _____

This performance evaluation has been reviewed with me, and I understand that I may attach my comments if necessary.

Trustee's Signature PMAJ ROMAR A EXILE Date January 10, 2024

Evaluator/President, Lakan MBI: PBGEN FERDINAND M GARAY (Ret) Date December 15, 2023

Reviewer/Chairman, BOT: PCSUPT TOMAS G RENTOY III (Ret) Date January 10, 2024