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INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

GENERAL INSTRUCTIONS

A. Use of Form I-ACGR

This SEC Form shall be used as a tool to disclose Publicly-Listed Companies' compliance/noncompliance with the recommendations provided under the Code of Corporate Governance for Publicly-Listed Companies, which follows the "comply or explain" approach, and for harmonizing the corporate governance reportorial requirements of the SEC and the Philippine Stock Exchange (PSE).

B. Preparation of Report

These general instructions are not to be filed with the report. The report shall contain the numbers and captions of all items.

The I-ACGR has four columns, arranged as follows:

RECOMMENDED CG PRACTICE/POLICY	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
Contains CG Practices/ Policies, labelled as follows: (1) "Recommendations" – derived from the CG Code for PLCs; (2) "Supplement to Recommendation" – derived from the PSE CG Guidelines for Listed Companies; (3) "Additional Recommendations" – CG Practices not found in the CG Code for PLCs and PSE CG Guidelines but are expected already of PLCs; and (4) "Optional Recommendation" – practices taken from the ASEAN Corporate Governance Scorecard	The company shall indicate compliance or non- compliance with the recommended practice.	The company shall provide additional information to support their compliance with the recommended CG practice	The PLCs shall provide the explanations for any non-compliance, pursuant to the "comply or explain" approach. Please note that the explanation given should describe the non- compliance and include how the overall Principle being recommended is still being achieved by the company. *"Not Applicable" or "None" shall not be considered as sufficient explanation
*Items under (1) – (3) must be answered/disclosed by the PLCs following the "comply or explain" approach. Answering of items under (4) are left to the discretion of PLCs.			

C. Signature and Filing of the Report

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- a. Three (3) copies of a fully accomplished I-ACGR shall be filed with the Main Office of the Commission <u>on or before May 30 of the following year for every year that the company</u> remains listed in the PSE:
- b. At least one (1) complete copy of the I-ACGR shall be duly notarized and shall bear <u>original and</u> <u>manual</u> signatures
- c. The I-ACGR shall be signed under oath by: (1) Chairman of the Board; (2) Chief Executive Officer or President; (3) All Independent Directors; (4) Compliance Officer; and (5) Corporate Secretary.
- d. The I-ACGR shall cover all relevant information from January to December of the given year.
- e. All reports shall comply with the full disclosure requirements of the Securities Regulation Code.



SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

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SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

- 1. For the fiscal year ended December 31, 2018
- 4. Exact name of issuer as specified in its charter <u>CENTRO ESCOLAR UNIVERSITY</u>
- 5. **PHILIPPINES** Province, Country or other jurisdiction of incorporation or organization

6. (SEC Use Only) Industry Classification Code:

- 7. <u>NO. 9 MENDIOLA ST., SAN MIGUEL, MANILA</u> Address of principal office
- <u>1005</u> Postal Code
- 8. <u>(02) 735-68-61 to 71</u> Issuer's telephone number, including area code

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT						
	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION			
	The Board's Gov	ernance Responsibilities				
Principle 1: The company should be headed by competitiveness and profitability in a manner costakeholders.						
Recommendation 1.1						
 Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector. 	Compliant	Website: http://corporate.ceu.edu.ph Website: see Definitive Information Statement 2017 or SEC 20-IS under				
2. Board has an appropriate mix of competence and expertise.	Compliant	Item 5. Directors and Executive Officers page 6 to 9 in link below.				
3. Directors 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.	Compliant	https://drive.google.com/file/d/0Bwp VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view				
Recommendation 1.2	,					
1. Board is composed of a majority of non- executive directors.	Compliant	Website: see definitive information statement 2017 or SEC 20-IS under Items 5. Directors and Executive Officers page 6 to 9 in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>				

Recommendation 1.3			
 Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors. 	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf</u>	
2. Company has an orientation program for first time directors.	Compliant	Website: see Company Disclosure under Other Disclosures to the Securities and Exchange Commission (the "Commission" or "SEC") or the Philippine Stock Exchange (the "Exchange" or "PSE") in link below. http://corporate.ceu.edu.ph/static/fil	
3. Company has relevant annual continuing training for all directors.	Non - Compliant	es/CEU%20Letter%20Additional%20C ertificate%2010.28.2015.pdf	Directors attend the required annual continuing training with providers accredited by the SEC.
Recommendation 1.4			

1. Board has a policy on board diversity.	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, page 3 under Composition of the Board in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf</u> Out of 9 directors 2 are female and 7 are male	
 Optional: Recommendation 1.4 Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives. 	Non- Compliant		The Company will consider adopting/creating a policy on board diversity
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, page 14 to 15 under 6 Corporate Secretary in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance FIN</u> <u>AL-05312017.pdf</u>	

2.	Corporate Secretary is a separate individual from the Compliance Officer.	Compliant	See information on the Corporate Secretary in the Definitive Information Statement under Item 5. Directors and Executive Officers, page 9 in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	
3.	Corporate Secretary is not a member of the Board of Directors.	Compliant	See information on the Corporate Secretary in the Definitive Information Statement under Item 5. Directors and Executive Officers, page 9 in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	
4.	Corporate Secretary attends training/s on corporate governance.	Compliant	See CEU's latest Annual Corporate Governance Report (ACGR), page 19 to 20 in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20ACGR%202016.pdf</u>	

Optional: Recommendation 1.5			
 Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting. 	Non- Compliant		Notice of Minutes and agenda is sent Via email Materials are distributed via internet using Email.
Recommendation 1.6		-	
 Board is assisted by a Compliance Officer. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation. 	Compliant Compliant	Please see website page 16 in link below <u>http://corporate.ceu.edu.ph/static/</u> media/CEU%20New%20Manual%20o	
3. Compliance Officer is not a member of the board.	Compliant	n%20Corporate%20Governance_FIN AL-05312017.pdf	
4. Compliance Officer attends training/s on corporate governance.	Compliant	See CEU's latest ACGR, page 19 to 20 in link below. <u>http://corporate.ceu.edu.ph/static/media/CEU%20ACGR%202016.pdf</u>	
Principle 2: The fiduciary roles, responsibilities an other legal pronouncements and guidelines sho			
Recommendation 2.1			

 Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company. 	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, in link below. http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	
Recommendation 2.2			
 Board oversees the development, review and approval of the company's business objectives and strategy. 	Compliant	The Board oversees development, review and approval of the company's business objectives and strategy. Supporting documents: 1. Attendance of Directors in Monthly Meeting; 2. Notice of Board Meeting; 3. Agenda items for BOD Meeting.	
2. Board oversees and monitors the implementation of the company's business objectives and strategy.	Compliant	Implementation is monitored during the monthly board meetings. Supporting documents: 1. Attendance of Directors in Monthly Meeting; 2. Notice of Board Meeting; 3. Agenda items for BOD Meeting.	

Supplement to Recommendation 2.2			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	See the Mission Vision in link below. <u>http://corporate.ceu.edu.ph/mission</u> The Board of Directors of CEU reviews and approves the mission and vision of the University every year, during the annual organizational meeting.	
2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.	Compliant	Monthly board meetings discuss the financial and budget performance.	
Recommendation 2.3	1		
1. Board is headed by a competent and qualified Chairperson.	Compliant	Website: see page 6, Definitive Information Statement under Item 5. Directors and Executive Officers in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	

Recommendation 2.4			
 Board ensures and adopts an effective succession planning program for directors, key officers and management. 	Compliant	Website: see page 4, Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 under 3.3 Duties and Functions of the Board in link below <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	
 Board adopts a policy on the retirement for directors and key officers. 	Compliant		
Recommendation 2.5			
 Board aligns the remuneration of key officers and board members with long- term interests of the company. 	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017. Page 13, under 4.3 Remuneration	
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant	Committee in link below <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u>	
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant	n%20Corporate%20Governance_FIN AL-05312017.pdf	
Optional: Recommendation 2.5			
 Board approves the remuneration of senior executives. 		Provide proof of board approval	

2. Company has measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interest, such as claw back provision and deferred bonuses.		Provide information on or link/reference to a document containing measurable standards to align performance-based remuneration with the long-term interest of the company.	
Recommendation 2.6 1. Board has a formal and transparent board	Compliant	Website: see Company Disclosures,	
nomination and election policy.		SEC Filings, SEC Form 20-IS, Item 4. Voting Securities and Principal Holders Thereof in link below <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u> and also in the Manual on Corporate Governance, Page 19, Stockholders' benefits and rights and protecting of minority stockholders' interest in link below <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	

2.	Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.	Compliant	Website: see Company Disclosures, SEC Filings, SEC Form 20-IS, Item 4. Voting Securities and Principal Holders Thereof in link below	
3.	Board nomination and election policy includes how the company accepted nominations from minority shareholders.	Compliant	https://drive.google.com/file/d/08wp VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view and also in the Manual on Corporate Governance, Page 19, Stockholders' benefits and rights and protecting of minority stockholders' interest in link below http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf	
4.	Board nomination and election policy includes how the board shortlists candidates.	Non- Compliant		The Company will consider adopting/creating a policy.
5.	Board nomination and election policy includes an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.	Compliant	http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	
6.	Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	Compliant		

Optional: Recommendation to 2.6			
 Company uses professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors. 	Non- Compliant		CEU does not use professional search firms when searching for candidates to the board of directors.
Recommendation 2.7			
 Recommendation 2.7 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. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions. 	Compliant Compliant	Website: see page 21 to 22 in link below of ACGR 2016 <u>http://corporate.ceu.edu.ph/static/media/CEU%20ACGR%202016.pdf</u> page 38 and 39 SEC Form 17-A Annual Report in Audited FS in link below regarding related party transactions. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w?usp=sharing</u>	

3.	RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	Compliant	SEC Form 17-A Annual Report in Audited FS in link below regarding related party transactions. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w?usp=sharing</u>	
Su	pplement to Recommendations 2.7	<u> </u>		
1.	Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered <i>de minimis</i> or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate amount of RPTs within any twelve (12) month period should be considered for purposes of applying the thresholds for disclosure and approval.	Non- Compliant		There are relevant processes in place to address relevant party transactions in the manner that will safeguard the interest of the Company, its minority shareholders and other stakeholders.
2.	Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.	Non- Compliant		There are relevant processes in place to address relevant party transactions in the manner that will safeguard the interest of the Company, its minority shareholders and other stakeholders. The Board believes that the lack of a voting system whereby a majority of non- related party shareholders approve specific types of related party transactions during shareholders' meetings does not pose a significant risk to the Company.

Re	commendation 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	Website: see page 16 of Revised Manual on Corporate Governance of Centro Escolar University In link below http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf	
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).	Compliant	Website: see page 16 of Revised Manual on Corporate Governance of Centro Escolar University In link below <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance FIN</u> <u>AL-05312017.pdf</u>	
	Ecommendation 2.9 Board establishes an effective performance management framework that ensures that Management's performance is at par with the standards set by the Board and Senior Management.	Non- compliant		The Company will consider adopting/creating a policy.

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.	Non- compliant		The Company will consider adopting/creating a policy.
Recommendation 2.10			
 Board oversees that an appropriate internal control system is in place. 	Compliant	Website: see page 11, Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, under 4.1 Audit Committee in link below <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	Compliant		
3. Board approves the Internal Audit Charter.	Non- Compliant		The Company has yet to adopt an Internal Audit Charter. Once an Internal Audit Charter is drafted, it will be presented to the Board for its approval.
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	Website: see Risk Management System in link below <u>http://corporate.ceu.edu.ph/riskman</u> <u>agement</u>	
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.	Compliant	Website: see Risk Management System in link below <u>http://corporate.ceu.edu.ph/riskman</u> <u>agement</u>	
Re	commendation 2.12			
1.	Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	Non- Compliant		The Board of director will create the board Charter, currently the board is guided by the Company's Manual on Corporate Governance. The Manual on Corporate Governance also provides and guides directors on how to discharge their functions.
2.	Board Charter serves as a guide to the directors in the performance of their functions.	Non- Compliant		The Board has yet to adopt a Board Charter. Currently, the Board is guided by CEU's Manual on Corporate Governance.
3.	Board Charter is publicly available and posted on the company's website.	Non- Compliant		Once the Board Charter has been approved, it would be uploaded to the Company's website.
Ac	Iditional Recommendation to Principle 2			

1. Board has a clear insider trading policy.	Non- Compliant		The Company has yet to adopt a separate insider trading policy. It is currently guided by the rules and regulations on insider training under the law.
Optional: Principle 2			
 Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is conducted at arm's length basis and at market rates. 	Non- Compliant		There is no policy on granting loans to directors
 Company discloses the types of decision requiring board of directors' approval. 	Compliant	Material transactions approved by the board of directors are disclosed with the PSE and is available on PSE's website: <u>www.edge.pse.com.ph</u>	
Principle 3: Board committees should be set up respect to audit, risk management, related part remuneration. The composition, functions and re Charter.	y transactions, ar	nd other key corporate governance cor	cerns, such as nomination and
Recommendation 3.1	ſ		
 Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities. 	Compliant	Website: see page 10, Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, under 4 Board Committees in link below <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf</u>	

Re	commendation 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	Website: see page 11, Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017, under 4.1 Audit Committee in link below <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%200</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u> Number 6. of Duties and responsibility of Audit Commitees Stated "Organize an internal audit department, and consider the appointment of an independent internal auditor, and the terms and conditions of its engagement and removal."	
2.	Audit Committee is composed of at least three appropriately qualified non- executive directors, the majority of whom, including the Chairman is independent.	Compliant	Website: see Sec Filing 17-C Current Report Under Results of organizational meeting held last July 28, 2017 in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEUOrgMeeting7282017.PDF</u>	

relevant k and/or ex	embers of the committee have background, knowledge, skills, operience in the areas of ng, auditing and finance.	Compliant	See Website in link below <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEUOrgMeeting7282017.PDF</u> Page 6 to 11 in link below <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	
	man of the Audit Committee is hairman of the Board or of any hmittee.	Compliant	The Chairman of the Audit Committee, Dr. Emil Q. Javier, is an Independent Director. Please see page 7 in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u> and Certification of Independent Director in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	

Supplement to Recommendation 3.2			
 Audit Committee approves all non-audit services conducted by the external auditor. 	Compliant	See page 11 to 12 of Audit Committee in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	
		The Audit Committee approves all non-audit services conducted by the external auditor. Website: see page 7 Management's Discussion and Analysis (MD&A) of Definitive Information Statement in link below.	
		https://drive.google.com/file/d/08wp VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view	
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	Compliant	In 2017, the committee met with the External Auditors (SGV) to discuss the result of the Audited Financial Statement for the fiscal year ended 31 March 2017.	
Optional: Recommendation 3.2		-	
 Audit Committee meet at least four times during the year. 	Non - Complaint		Recommendation will be adopted year 2019

	Audit Committee approves the appointment and removal of the internal auditor.	Compliant	http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	
	ommendation 3.3	I		
	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.	Non- compliant		The Board has not yet established a separate Corporate Governance Committee. At present, the BOD itself handles the performance of corporate governance responsibilities. The functions of the Nomination and Remuneration Committee are retained by said committee.
2.	Corporate Governance Committee is	Non-		The Board has not yet established a
	composed of at least three members, all of whom should be independent directors.	compliant		separate Corporate Governance Committee. At present, the BOD itself handles the performance of corporate governance responsibilities.
	Chairman of the Corporate Governance Committee is an independent director.	Non- compliant		The Board has not yet established a separate Corporate Governance Committee. At present, the BOD itself handles the performance of corporate governance responsibilities.

Optional: Recommendation 3.3.					
at least twice o	vernance Committee meet during the year.	Non- compliant		The Board has not yet established a separate Corporate Governance Committee. At present, the BOD itself handles the performance of corporate governance responsibilities.	
Recommendation	3.4				
Oversight Com be responsible company's Ent	nes a separate Board Risk amittee (BROC) that should for the oversight of a terprise Risk Management re its functionality and	Non- compliant		The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate BROC. At present, the functions of a BROC are handled by the BOD itself.	
members, the	osed of at least three majority of whom should be directors, including the	Non- compliant		The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate BROC. At present, the functions of a BROC are handled by the BOD itself.	
	of the BROC is not the ne Board or of any other	Non- compliant		The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate BROC. At present, the functions of a BROC are handled by the BOD itself.	
relevant thorou	ember of the BROC has Jgh knowledge and risk and risk management.	Non- compliant		The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate BROC. At present, the functions of a BROC are handled by the BOD itself.	

Recommendation 3.5					
 Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company. 	Non- compliant	The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate RPT Committee. At present, the functions of an RPT Committee are handled by the BOD itself.			
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	Non- compliant	The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate RPT Committee. At present, the functions of an RPT Committee are handled by the BOD itself.			
Recommendation 3.6					
1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information.	Non- compliant	The Committees are deliberating on the Charters to be adopted by each respective committee. Once approved by the Board, these will be uploaded to the Company's website.			
 Committee Charters provide standards for evaluating the performance of the Committees. 	Non- compliant	The Committees are deliberating on the Charters to be adopted by each respective committee. Once approved by the Board, these will be uploaded to the Company's website.			
3. Committee Charters were fully disclosed on the company's website.	Non- compliant	The Committees are deliberating on the Charters to be adopted by each respective committee. Once approved by the Board, these will be uploaded to the Company's website.			

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. Recommendation 4.1						
 The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission. 	Compliant	Meetings of the Board, Committees and shareholders are conducted in person. Directors attend and discuss matters provided in the agenda of the respective meetings.				
2. The directors review meeting materials for all Board and Committee meetings.	Compliant		The Board of directors review all materials of current Committee meetings			
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant	Directors ask questions or seek clarification/explanation on matters discussed during the Board and Committee meetings. These are included in the minutes of meetings.				
Recommendation 4.2						
 Non-executive directors concurrently serve in a maximum of five publicly-listed companies to ensure that they have sufficient time to fully prepare for minutes, challenge Management's proposals/views, and oversee the long- term strategy of the company. 	Compliant	Website: see pages 37 to 39, Annual Report <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u> The company does not have a policy setting the limit of board seats that a non-executive director can hold simultaneously.				

Re	ecommendation 4.3			
1.	The directors notify the company's board before accepting a directorship in another company.	Non- compliant		The company will consider adopting the corresponding policy for 2019
0	ptional: Principle 4	l		
1.	Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.	Compliant	http://corporate.ceu.edu.ph/static/fil es/CEU%20Annual%20Stockholder%2 007262016.PDF	
2.	Company schedules board of directors' meetings before the start of the financial year.	Compliant	Board meetings are scheduled every last Friday of the month. See page 24, latest ACGR in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20ACGR%202016.pdf</u>	
3.	Board of directors meet at least six times during the year.	Compliant	Board meetings are scheduled every last Friday of the month. See page 24, latest ACGR in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20ACGR%202016.pdf</u>	
4.	Company requires as minimum quorum of at least 2/3 for board decisions.	Non- compliant		Minimum quorum for board decisions is a majority.

	and independent judgment on all corporate affairs						
	Recommendation 5.1						
Non- Compliant	see website in link below:						
•	http://corporate.ceu.edu.ph/static/files/C EU%20Annual%20Stockholder%2007262016 .PDF						
	The University has two (2) independent directors in compliance with its Articles of Incorporation, Manual on Corporate Governance, the Implementing Rules of the Securities Regulation Code and the Revised Code in Corporate Governance. The University complies with the minimum requirement under the relevant regulation.						
	The Board believes that having two (2) independent directors does not affect the exercise of independent judgment on corporation and proper oversight of managerial performance.						
	Compliant						

Recommendation 5.2			
	Compliant	See SEC 20-IS - Certification of Independent Director in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u> Provide information or link/reference to a document containing information on the qualifications of the independent directors.	
Supplement to Recommendation 5.2			
	Compliant	See page 6, Definitive Information Statement in link below. <u>https://drive.google.com/file/d/0Bwp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> NkdoYTFTcXJNQ3ZN/view	
Recommendation 5.3			
	Compliant	See page 7, Definitive Information Statement in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u> See page 4, latest ACGR in link below. <u>http://corporate.ceu.edu.ph/static/</u> media/CEU%20ACGR%202016.pdf	

2.	The company bars an independent director from serving in such capacity after the term limit of nine years.	Non- compliant		The company complies with SEC Memorandum Circular No. 4 Series of 2017 regarding the term limit of independent directors.
3.	In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.	Compliant	There is no independent director that is retained as an independent director after nine years.	
Re	commendation 5.4			
1.	The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	Chairman – Basilio C. Yap President & Chief Academic Officer - Ma. Cristina D. Padolina, Ph.D. See link below <u>http://corporate.ceu.edu.ph/static/</u> media/CEUOrgMeeting7282017.PDF	

2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	Please see page 14 link below <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u> Provide information or link/reference to a document containing information on the roles and responsibilities of the Chairman of the Board and Chief Executive Officer. Identify the relationship of Chairman and CEO.	
 Recommendation 5.5 1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors. 	Non- Compliant		The Board will designate a lead director in the organizational meeting after this year's annual stockholders' meeting.
Recommendation 5.6			Г Г
 Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction. 	Compliant	There were no transactions involving directors with material interest in a transaction affecting the corporation.	

Recommendation 5.7			
 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 present. 	Non- Compliant		NEDs are not precluded from requesting for these separate meetings. However, non-holding of these meetings does not deprive NEDs of their role to satisfy themselves on the integrity of the corporation's internal control and effectiveness of the risk management systems.
 The meetings are chaired by the lead independent director. 	Non- Compliant		There were no separate meetings held so far. However, NEDs are not precluded from requesting for these separate meetings.
Optional: Principle 5			
 None of the directors is a former CEO of the company in the past 2 years. 	Compliant	The current President/Chief Academic Officer has already served as such since 2006.	
Principle 6: The best measure of the Board's ef appraise its performance as a body, and asses			
appraise its performance as a body, and asses Recommendation 6.1	ss whether it posse		
appraise its performance as a body, and asses			
appraise its performance as a body, and asses Recommendation 6.1 1. Board conducts an annual self-assessment	ss whether it posse		
 appraise its performance as a body, and asses Recommendation 6.1 Board conducts an annual self-assessment of its performance as a whole. The Chairman conducts a self-assessment 	ss whether it posse Non- Compliant Non-		
 appraise its performance as a body, and asses Recommendation 6.1 1. Board conducts an annual self-assessment of its performance as a whole. 2. The Chairman conducts a self-assessment of his performance. 3. The individual members conduct a self- 	Non- Compliant Non- Compliant Non- Compliant		The company will consider adopting this

Recommendation 6.2			
 Board has in place a system that provides, at the minimum, criteria and process to determine the performance of the Board, individual directors and committees. 	Non- Compliant		The company will consider adopting this recommendation for the year 2019
2. The system allows for a feedback mechanism from the shareholders.	Non- Compliant		The company will consider adopting this recommendation for the year 2019
Dringinle 7. March are of the Deered are durb here		attained at an and a tarking into an an until	
Principle 7: Members of the Board are duty-bour Recommendation 7.1	na io apply nign		ne interesis of dir stakenolders.
 Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company. 	Compliant	See link below http://corporate.ceu.edu.ph/codeof business	
2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	Physical copies were given to them	
 The Code is disclosed and made available to the public through the company website. 	Compliant	See link below http://corporate.ceu.edu.ph/codeof business	

Supplement to Recommendation 7.1				
 Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes. 	Compliant	See link below http://corporate.ceu.edu.ph/codeof business		
Recommendation 7.2				
 Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business <u>Conduct and Ethics</u>. Board ensures the proper and efficient 	Compliant Compliant	The compliance officer attests that all employees of the University are provided a copy of the Employees Manual.		
implementation and monitoring of compliance with company internal policies.		The manual reflects the duties and responsibility of employees in all campuses. Thus, employees who violate the rules are given disciplinary action accordingly.		
		To maintain flexibility, the University reserves the right to review, revise, or rescind any provisions of the manual.		
Principle 9. The company should establish correct		osure and Transparency	and in appardance with best practices	
Principle 8: The company should establish corpo and regulatory expectations. Recommendation 8.1	nate disclosure p	olicies and procedures that are practice	al and in accordance with best practices	
 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	Disclosures are uploaded to the PSE's EDGE System and uploaded to the company's website: wwww.corporate.ceu.edu.ph		

Supplement to Recommendations 8.1				
 Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty- five (45) days from the end of the reporting period. 	Compliant	SEC Form 17-A Within 105 days While the quarterly report are within 45 days		
2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company.	Compliant	See pages 45 to 47, Annual Report, Item 11. Security Ownership of Certain Beneficial Owners and Management in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>W</u>		
Recommendation 8.2	l			
 Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days. 	Non- Compliant		The Company will adopt a policy requiring all directors and officers to disclose/report to the Company any dealings in the company's shares within three (3) business days).	

 Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three business days. 	Compliant	Page 20 of the Manual of Corporate Governance The stockholders shall be provided, upon request, the latest available reports which disclose personal and professional information about the Directors and Officers and certain other matters such as their holdings of the University's shares, dealings with the University, relationships among directors and key officers, and the aggregate compensation of directors and officers.	
Supplement to Recommendation 8.2	-		
 Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program). 	Compliant	Any trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders are disclosed to the SEC using SEC Form 23-A or 23-B, as the case may be, and to the PSE using the EDGE System (www.edge.pse.com.ph) and in the Corporation's website in link below. http://corporate.ceu.edu.ph/secfilin gs	

Red	commendation 8.3			
	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	Material information on individual board members are disclosed in pages 6 to 9 of the Definitive Information Statement https://drive.google.com/file/d/0Bwp VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view and pages 37 to 39 in the Annual Report https://drive.google.com/file/d/0Bwp VLcvQ912vRW9qVXV2NmNfbXM/vie w	
	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	Material information on key executives are disclosed in pages 9 to 11 of the Definitive Information Statement https://drive.google.com/file/d/0Bwp VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view and pages 39 to 40 in the Annual Report https://drive.google.com/file/d/0Bwp VLcvQ912vRW9qVXV2NmNfbXM/vie w	

Re	commendation 8.4			
1.	Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.	Non- Compliant		The company will consider adopting this recommendation for the year 2019
2.	Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.	Non- Compliant		
3.	Company discloses the remuneration on an individual basis, including termination and retirement provisions.	Non- Compliant		The remuneration of the President and the five (5) most highly compensated executive officers are shown on page 13 of the Definitive Information Statement in link below. <u>https://drive.google.com/file/d/0BwpVLcv</u> <u>Q912vNDg4azhWTUU1a2ZpMVhsNkdoYTFT</u> <u>cXJNQ3ZN/view</u>
Re	commendation 8.5			
1.	Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.	Compliant	See Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below. http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf	

2.	RPTs reviewed and approved during the year.	Compliant	RPTs are disclosed in page 47 of the Annual Report and in Note 21 of the Notes to Financial Statements <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u>	
Su	pplement to Recommendation 8.5	Γ		
	Company requires directors to disclose their interests in transactions or any other conflict of interests.	Compliant	RPTs are disclosed in page 47 of the Annual Report and in Note 21 of the Notes to Financial Statements <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u>	

Optional : Recommendation 8.5				
 Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length. 	Compliant	RPTs are disclosed in page 47 of the Annual Report and in Note 21 of the Notes to Financial Statements <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u>		
Recommendation 8.6				
 Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets. 	Compliant Non- Compliant	Material facts or events are promptly disclosed with the PSE in link below. <u>www.edge.pse.com.ph</u>	To date, there is no material transaction which will require the evaluation of the fairness of the transaction price.	
Supplement to Recommendation 8.6				
 Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company. 	Compliant	See page 6 of the Definitive Information Statement in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>		

Re	commendation 8.7			
1.	Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below.	
2.	Company's MCG is submitted to the SEC and PSE.	Compliant	http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN	
3.	Company's MCG is posted on its company website.	Compliant	<u>AL-05312017.pdf</u>	
Su	oplement to Recommendation 8.7			
1.	Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	Compliant	There is no recent change in the Company's corporate governance practices.	
Op	tional: Principle 8			
1.	Does the company's Annual Report disclose the following information:	Compliant	Website: See SEC filing Page 31 to 32 of Key performance indicator	
	a. Corporate Objectives	Compliant	Website: See SEC filing Page 31 to 32 of Key performance indicator	
	b. Financial performance indicators	Compliant	Website: See SEC filing	
	c. Non-financial performance indicators	Compliant	Page 31 to 32 of Key performance indicator	

	d. Dividend Policy	Compliant	Website: See SEC filing	
	e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors	Compliant	Page 31 to 32 of Key performance indicator	
	f. Attendance details of each director in all directors meetings held during the year	Non- Compliant		The company will consider adopting this recommendation for the year 2019
	g. Total remuneration of each member of the board of directors	Compliant	Website: See SEC filing Page 31 to 32 of Key performance indicator	
2.	The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.	Compliant	See page 48 of the Annual Report in link below. <u>https://drive.google.com/file/d/0Bwp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u>	
	The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems.	Non- Compliant		The company will consider adopting this recommendation for the year 2019
4.	The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.	Non- Compliant		

5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic).	Compliant	See page 27 of the Annual Report in link below. https://drive.google.com/file/d/08wp VLcvQ912vRW9qVXV2NmNfbXM/vie <u>w</u>
same to strengthen the external auditor's indep Recommendation 9.1	endence and er	
 Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors. 	Compliant	See Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below. http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%200 n%20Corporate%20Governance_FIN AL-05312017.pdf
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.	Compliant	Minutes of Stockholders Meeting http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%Governance_FINAL- 05312017.pdf

 For 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. 	Compliant	Website: see page 14, Definitive Information Statement 2017 or SEC 20-IS under Item 7. Independent Public Accountants in link below. <u>https://drive.google.com/file/d/08wp</u> VLcvQ912vNDg4azhWTUU1a2ZpMVhs NkdoYTFTcXJNQ3ZN/view There was no change in or disagreement with the external auditor on accounting and financial disclosure	
Supplement to Recommendation 9.1			
 Company has a policy of rotating the lead audit partner every five years. 	Compliant	Website: see page 14, Definitive Information Statement 2017 or SEC 20-IS under Item 7. Independent Public Accountants in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>	

Recommenda	tion 9.2		
1. Audit Com Audit Com i. asse inde ii. exe revie aud obje iii. exe revie effe takin Phili	mittee Charter includes the mittee's responsibility on: essing the integrity and ependence of external auditors; rcising effective oversight to ew and monitor the external litor's independence and ectivity; and rcising effective oversight to ew and monitor the ectiveness of the audit process, ng into consideration relevant ppine professional and ulatory requirements.	Non- Compliant	The Company is drafting the Audit Committee Charter
Committee and monito suitability a basis.	mittee Charter contains the e's responsibility on reviewing oring the external auditor's and effectiveness on an annual	Non Compliant	The Company is drafting the Audit Committee Charter
	Recommendations 9.2 mittee ensures that the external	Non	The Company is drafting the Audit
auditor is c ability to ur party transe	redible, competent and has the nderstand complex related actions, its counterparties, and of such transactions.	Compliant	Committee Charter
	mittee ensures that the external s adequate quality control s.	Non Compliant	The Company is drafting the Audit Committee Charter

Recommendation 9.3			
 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 are no non-audit services performed by the Company's external auditor	
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.	Compliant	See page 19, Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%200</u> <u>n%20Corporate%20Governance FIN</u> <u>AL-05312017.pdf</u>	
Supplement to Recommendation 9.3			
 Fees paid for non-audit services do not outweigh the fees paid for audit services. 		See page 36, Annual Report in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w</u>	

Additional Recommendation to Principle 9			
 Company's external auditor is duly accredited by the SEC under Group A category. 	Compliant	 Provide information on company's external auditor, such as: 1. Sycip Gorres Velayo & Co Abarca, Josephine Adrienne A. 2. 0466-AR-3 3. 09-Feb-2016 4. 08-Feb-2019 5. Josephine Adrienne A Abarca 6760 Ayala Ave., Makati City, Philippines +632 894-8317 Please see link below in the website of SEC. http://www.sec.gov.ph/wp-content/uploads/2018/03/2018OGAF eb Grp-A EA.pdf 	
 Company's external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC's Office of the General Accountant (OGA). 		 Provide information on the following: 1. Date it was subjected to SOAR inspection, if subjected; 2. Name of the Audit firm; and 3. Members of the engagement team inspected by the SEC. 	

Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.					
Recommendation 10.1					
 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	CEU complies with environmental laws. Its buildings are inspected regularly by the Office of the Mayor of Manila for sanitation and other safety measures, and the University pays the corresponding regulatory fees. page 25 of SEC 17-A 2017 in link below <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vRW9qVXV2NmNfbXM/vie</u> <u>w?usp=sharing</u>			
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.	Non- compliant		The company will consider adopting this recommendation for the year 2019		

channel is crucial for informed decision-making Recommendation 11.1			
 Company has media and analysts' briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors. 	Compliant	The company has no media and analysts' briefings. Currently, the Company's medium of communication are: Company Website E-mail Telephone/Fax Posting/Mail News Release Website Link: http://corporate.ceu.edu.ph/secfilings	
Supplemental to Principle 11	1		
 Company has a website disclosing up-to- date information on the following: 	Compliant	Please see link below	
a. Financial statements/reports (latest quarterly)	Compliant	Please see link below http://corporate.ceu.edu.ph/	
b. Materials provided in briefings to analysts and media	Non- Compliant		The company will consider adopting this recommendation for the year 2019

c. Downloadable annual report	Compliant	Please see link below
		http://corporate.ceu.edu.ph/
d. Notice of ASM and/or SSM	Compliant	Please see link below
		http://corporate.ceu.edu.ph/
e. Minutes of ASM and/or SSM	Compliant	Please see link below
		http://corporate.ceu.edu.ph/
f. Company's Articles of Incorporation and By-Laws	Compliant	Please see link below
and by-Laws		http://corporate.ceu.edu.ph/
Additional Recommendation to Principle 11	l	
1. Company complies with SEC-prescribed	Compliant	Please see link below
website template.		http://corporate.ceu.edu.ph/
Int	ernal Control Sy	stem and Risk Management Framework
		overnance in the conduct of its affairs, the company should have a strong and
effective internal control system and enterprise		
Recommendation 12.1		
1. Company has an adequate and effective	Compliant	Page 37
internal control system in the conduct of its	-	http://corporate.ceu.deu.ph/static/
business.		media/CEU%20ACGR%202016.pdf
2. Company has an adequate and effective	Compliant	Page 37
enterprise risk management framework in		http://corporate.ceu.deu.ph/static/
the conduct of its business.		media/CEU%20ACGR%202016.pdf
Supplement to Recommendations 12.1		

 Company has a formal comprehe enterprise-wide compliance progr covering compliance with laws an relevant regulations that is annuall reviewed. The program includes appropriate training and awarene initiatives to facilitate understandir acceptance and compliance with said issuances. 	am compliant d y ss 1g,	The company will consider adopting this recommendation for the year 2019				
Optional: Recommendation 12.1						
 Company has a governance proce issues including disruption, cyber sec and disaster recovery, to ensure tha key risks are identified, managed an reported to the board. 	<mark>curity,</mark> compliant tall	The company is currently drafting its IT Processes Policy				
Recommendation 12.2	· · · ·					
 Company has in place an independent internal audit function that provides independent and objective assuran and consulting services designed to value and improve the company's operations. 	an compliant ce,	The company will consider adopting this recommendation for the year 2019				
Recommendation 12.3						
 Company has a qualified Chief Aud Executive (CAE) appointed by the B 	oard. compliant	The company will consider adopting this recommendation for the year 2019				
 CAE oversees and is responsible for t internal audit activity of the organize including that portion that is outsour a third party service provider. 	<mark>ation,</mark> compliant	The company will consider adopting this recommendation for the year 2019				

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.	Non- compliant	The company will consider adopting this recommendation for the year 2019
Re	commendation 12.4		
1.	Company has a separate risk management function to identify, assess and monitor key risk exposures.	Non- Compliant	The Board believes that the Company's size, risk profile and complexity of operations does not require the establishment of a separate risk management function to identify, assess and monitor key risk exposures.
Su	pplement to Recommendation 12.4		
1.	Company seeks external technical support in risk management when such competence is not available internally.	Non Compliant	This is not applicable since the Board believes that there are sufficient resources available internally for risk management.
Re	commendation 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	The Board believes that the Company's size, risk profile and complexity of operations does not require the appointment of a CRO.

2.	CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.	Non- Compliant		The Board believes that the Company's size, risk profile and complexity of operations does not require the appointment of a CRO.
A	ditional Recommendation to Principle 12			
1.	Company's Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.	Compliant	Audited financial statements	
			ergic Relationship with Shareholders	
	nciple 13: The company should treat all share commendation 13.1	holders fairly and	l equitably, and also recognize, protect	and tacilitate the exercise of their rights.
1.	Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	Compliant	See pages 19 to 22, Revised Manual on Corporate Governance of Centro Escolar University, 11. Stockholders' Benefits and Rights and Protection of Minority Interest in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf</u>	
2.	Board ensures that basic shareholder rights are disclosed on the company's website.	Compliant	See Revised Manual on Corporate Governance of Centro Escolar University in link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	

Su	Supplement to Recommendation 13.1					
1.	Company's common share has one vote for one share.	Compliant	The Articles of Incorporation and the Bylaws of the Corporation provides for only one class of shares. There being no peculiar rules on the voting rights of these shares, they are by operation of law one vote per share.			
2.	Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.	Compliant	CEU has 372,414,400 outstanding common shares which is listed with the PSE.			
3.	Board has an effective, secure, and efficient voting system.	Compliant	See page 15, Revised Manual on Corporate Governance of Centro Escolar University, Item 19. Voting Procedures in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf</u>			
4.	Board has an effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders.	Non- Compliant		The company will consider adopting this recommendation for the year 2019		
5.	Board allows shareholders to call a special shareholders' meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.	Compliant	Section 2, Article I of CEU's By-laws provide that stockholders owning at least one-fourth (1/4) of the subscribed capital stock of the University may call a special shareholders' meeting.			

6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	Compliant	See pages 19 to 22, Revised Manual on Corporate Governance of Centro Escolar University, 11. Stockholders' Benefits and Rights and Protection of Minority Interest in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf</u>	
7. Company has a transparent and specific dividend policy.	Compliant	Website: see Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 Under 11.1 Rights of Stockholders Number 5 in link below <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>	

Optional: Recommendation 13.1						
 Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting. 	Compliant	SGV & Co. assisted in the counting of votes at the Annual Shareholders' Meeting. Website: see Definitive Information Statement 2018 or SEC 20-IS under Item 19. Voting Procedures in link below. <u>https://drive.google.com/file/d/08wp</u> VLcvQ912vNDg4azhWTUU1a2ZpMVhs <u>NkdoYTFTcXJNQ3ZN/view</u>				
Recommendation 13.2						
 Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 28 days before the meeting. 	Compliant	Website: see Agenda included in the Definitive Information Statement 2018 or SEC 20-IS in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u>				
Supplemental to Recommendation 13.2						
 Company's Notice of Annual Stockholders' Meeting contains the following information: 	Compliant	Website: see Notice of Stockholder s' meeting in link bellow <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20Notice%20ofStockhol</u> <u>dersmeeting2017.PDF</u>				

a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	Compliant	Website: see Definite InformationStatement 2018 under Item 5Directors and Executive Officers inlink below https://drive.google.com/file/d/08wp VLcvQ912vNDg4azhWTUU1a2ZpMVhsNkdoYTFTcXJNQ3ZN/view	
b. Auditors seeking appointment/re- appointment	Compliant	Website: see link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20Notice%20ofStockhol</u> <u>dersmeeting2017.PDF</u>	
c. Proxy documents	Compliant	Website: see link below. <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20Notice%20ofStockhol</u> <u>dersmeeting2017.PDF</u>	
Optional: Recommendation 13.2 1. Company provides rationale for the agenda items for the annual stockholders meeting Recommendation 13.3	Non- Compliant		The company will consider adopting this recommendation for the year 2019
 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	Results of the Annual Stockholders' Meeting is disclosed and made publicly available the next working day through the PSE EDGE System edge.pse.com.ph	

2.	Minutes of the Annual and Special Shareholders' Meetings were available on the company website within five business days from the end of the meeting.	Compliant	Website: see Minutes of Stockholders' Meeting in link Below. <u>http://corporate.ceu.edu.ph/Minutes</u>	
Su	pplement to Recommendation 13.3			
1.	Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.	Compliant	Website: see page 14, Definitive Information Statement 2018 or SEC 20-IS under Item 7. Independent Public Accountants in link below. <u>https://drive.google.com/file/d/08wp</u> <u>VLcvQ912vNDg4azhWTUU1a2ZpMVhs</u> <u>NkdoYTFTcXJNQ3ZN/view</u> SGV partner: Abarca, Josephine Adrienne A.	
Re	commendation 13.4			
1.	Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Compliant	See Revised Manual on Corporate Governance of Centro Escolar University May 31, 2017 in link below. <u>http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf</u>	
2.	The alternative dispute mechanism is included in the company's Manual on Corporate Governance.	Compliant	http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	

Re	commendation 13.5			
1.	Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	Disclose the contact details of the officer/office responsible for investor relations, such as: 1. Cesar F. Tan 2. 7356861 loc 202 3. Fax number 4. E-mail address : cftan@ceu.edu.ph	
2.	IRO is present at every shareholder's meeting.	Compliant	The IRO was present during the ASM	
	pplemental Recommendations to Principle 13			
1.	Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	Non Compliant		The company will consider adopting this recommendation for the year 2019
2.	Company has at least thirty percent (30%) public float to increase liquidity in the market.	Compliant	Pursuant to the Amended Rule on Public ownership, the University is compliant with the relevant requirements on public float as shown by its financial disclosures.	

Optional: Principle 13				
 Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting 	Compliant	Basic shareholders rights are disclosed in the Company's Manual on Corporate Governance Pages 19-20 http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance_FIN AL-05312017.pdf		
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.	Non Compliant		There is no electronic voting for those Absent during stockholders meeting But if the stockholder cannot attend the meeting personally he/she may designate representative by submitting a PROXY instrument in accordance with Section 58 of Corporation Code. Please see link below https://drive.google.com/file/d/08wpVLcv Q912vNDg4azhWTUU1a2ZpMVhsNkdoYTFT cXJNQ3ZN/view	

		Duties to Stakeholders	
Principle 14: The rights of stakeholders establish stakeholders' rights and/or interests are at stak their rights.			
Recommendation 14.1			
 Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability. 	Compliant	Pages 19-21 http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	
Recommendation 14.2			
 Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders. 	Compliant	Pages 19-21 http://corporate.ceu.edu.ph/static/ media/CEU%20New%20Manual%20o n%20Corporate%20Governance FIN AL-05312017.pdf	
Recommendation 14.3			
 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. 		The Stakeholders may reach the Investors Relations Officer/Compliance Officer to voice their concerns and or complaints for possible violation of their rights. Contact person: Cesar F. Tan Phone number: 7356861 E-mail address: cftan@ceu.edu.ph	

Supplement to Recommendation 14.3			
 Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner. 	Non- compliant		The company will consider adopting this recommendation for the year 2019
Additional Recommendations to Principle 14			
 Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation. 	Compliant	There were no requests for exemption by the Company.	
2. Company respects intellectual property rights.	Compliant	The company is a Higher Education Institution, it respects intellectual property rights.	
Optional: Principle 14			
 Company discloses its policies and practices that address customers' welfare 	Compliant	Student welfare is addressed through the Student Handbook and constant dialogue with the student government representatives.	
 Company discloses its policies and practices that address supplier/contractor selection procedures 	Compliant	The company has a procurement policy	

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				
 Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance. 	Compliant	Page 1-2 <u>http://corporate.ceu.edu.ph/static/</u> <u>media/CEU%20New%20Manual%20o</u> <u>n%20Corporate%20Governance_FIN</u> <u>AL-05312017.pdf</u>		
Supplement to Recommendation 15.1				
 Company has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures. 	Compliant	The company has a ranking system and with equivalent increase in remuneration based on annual performance evaluation		
 Company has policies and practices on health, safety and welfare of its employees. 	Compliant	CEU campuses have clinics that provide for the welfare of personnel and students.		
3. Company has policies and practices on training and development of its employees.	Compliant	CEU provides Training and development of its employees		
Recommendation 15.2				
 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	Non-Teaching Personnel and Teaching Personnel Manual		
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	Compliant	CEU provides an Employee Orientation program.		

Supplement to Recommendation 15.2				
 Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes. 	Compliant	Non-Teaching Personnel and Teaching Personnel Manual		
Recommendation 15.3				
 Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation 	Non Compliant		The Company will create a whistleblowing policy that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	
 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. 	Non Compliant		The Company will create a whistleblowing policy that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	
 Board supervises and ensures the enforcement of the whistleblowing framework. 	Non Compliant		Will create a whistleblowing policy that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	
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				
 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	Website: see Corporate Governance under Corporate Social Responsibility in link below <u>http://corporate.ceu.edu.ph/socialre</u> <u>sponsibility</u>		

Optional: Principle 16			
 Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development 	Compliant	Website: see the link below http://corporate.ceu.edu.ph/socialre sponsibility	
Company exerts effort to interact positively with the communities in which it operates	Compliant	Website: see the link below http://corporate.ceu.edu.ph/socialre sponsibility	

Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of Manila on _

BASILIO C. YAP Chairman of the Board

HQ. San

EMIL Q. JAVIER Independent Director

CESAR F. TAN Compliance Officer

SIGNATURES

MA. CRISTINA D. PADOLINA Vice Chairman/President

Breca

ANGEL C. ALCALA Independent Director

SERGIO F. APOSTOL Corporate Secretary

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MAY 3 1 2019

Government ID

SUBCRIBED AND SWORN to before me this

NAME

2018, affiants exhibiting to me their government issued IDs, as follows:

BASILIO C. YAP
MA. CRISTINA D. PADOLINA
EMIL Q. JAVIER
ANGEL C. ALCALA
CESAR F. TAN
SERGIO F. APOSTOL

Passport No. EC3334678 Passport No. P3754596A Passport No. P4047095A Passport No. EC3866446 Passport No. EC1088843 Passport No. EC7889755

February 2, 2015 July 22, 2017 February 6, 2016 February 7, 2015 May 14, 2014 February 6, 2016

Date Issue

Manila DFA, NCR West Manila Manila Manila Manila

Place Issue

ATTY. GREGORIO D. DAVID JR NOTARY PUBLIC CITY OF MANILA VALID UNTIL DEC 31 2019 ROLL NO. 24259 PTR NO. 417613/01/04/2019 IBP NO. 283786/01/04/2019 MLA ADD. 3RD ST., STA. MESA MLA ADMIN NO. 2018-004 UNTIL DEC 31, 2019 MCLE EXEMPTED NO. 008-08-08

Doc. No. W Page No. Book No. Series of 2018.

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