



## 2019 SUSTAINABILITY REPORT



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## ABOUT THE COVER

Featured in the cover of Belle Corporation's 2019 Sustainability Report are photos taken at Tagaytay Highlands International Golf Course and Tagaytay Midlands Golf Course where stakeholders work hand in hand for environmental sustainability.



## OUR VISION

Belle Corporation envisions itself as a world-class provider of the finer things in life.

## OUR MISSION

To develop quality entertainment and leisure facilities that promote growth and environmental sustainability

To enhance shareholder value for the Company's investors and partners

To promote a mutually beneficial relationship with all our stakeholders grounded on integrity and respect

To be an employer of choice offering career growth opportunities

To enhance the quality of life of the communities we serve

## OUR VALUES

Sustainability

Accountability

Integrity

Leadership

Hard Work

Innovation

*An aerial shot of City of Dreams Manila, an integrated resort in Entertainment City currently undertaking long-term sustainability programs*





# About Belle Corporation

Belle Corporation (“Belle”) is a leader and pioneer in integrated leisure property development in the Philippines. We are well-positioned to pursue premium tourism and leisure destinations projects as a result of:

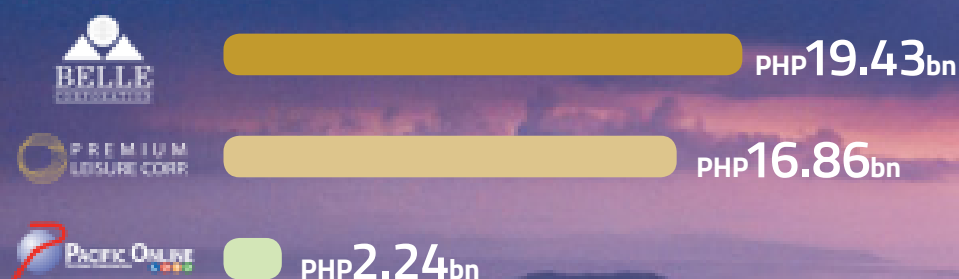
- Over 25 years of experience in developing, managing and operating Tagaytay Highlands, a 1,400-hectare exclusive luxury mountain resort destination with awe-inspiring 180-degree views of Taal Lake.
- Our partnership with Melco Resorts and Entertainment (Philippines) Corporation (“Melco”) as co-licensee, developer and operator of the multi-awarded integrated resort—City of Dreams Manila.
- The consolidation of our gaming-related businesses into our majority-owned subsidiary, Premium Leisure Corp. (“PLC”).

## By the Numbers



## Market Capitalization

(As of December 31, 2019)




**PROPERTY DEVELOPMENT AND MANAGEMENT**  
(Tagaytay Highlands)

 **1,424** hectares in total land area

**697** hectares developed

 **4** membership clubs

 **2** golf courses with a total of 45 holes

 **19** residential communities including horizontal and vertical developments

 **391** condominium units

 **164** log cabins

 **2,075** residential lots

 **705** agricultural-residential lots

**PREMIUM LEISURE CORP.**

Regular gaming license to operate integrated resorts in Entertainment City Manila

City of Dreams Manila has:

 **1,891** slot machines

 **302** gaming tables

**234** electronic tables

 **940** hotel rooms

**PACIFIC ONLINE SYSTEMS CORPORATION**


 **3,785** Lotto terminals installed

 **1,833** Keno terminals installed

 **233** PCSO-authorized retail outlets managed

**LAND AND BUILDING LEASE (City of Dreams Manila)**

 **62,000** square meters  
gross land area

 **310,565** square meters  
gross floor area

Highlands Peak Bar





# Joint Message from our Presidents

**“We deliver responsible  
leisure experiences  
with priority for social  
and environmental  
considerations at the  
center of our products  
and services.”**



## To Our Fellow Stakeholders:

As we continue to pursue our vision to become a world-class provider of the finer things in life, the increased visibility of addressing sustainability issues in our business prompted us to revisit the way we create shared value for our stakeholders. With the recent celebrations of Tagaytay Highlands' and City of Dreams Manila's (COD) 25th and 5th anniversaries, respectively, it was an opportune time for us to assess our impact thus far, and the principles behind our business strategy.

Capitalizing on our experience in offering luxury developments and premium services, we defined our **"Approach to Responsible Leisure Experiences"** to serve as a guidepost when assessing our risks, seizing opportunities, and making sound and tactical decisions. This method is anchored on guiding pillars for how we manage leisure experiences in Tagaytay Highlands, and how we choose our premier lifestyle provider partners, such as Melco Resorts and Entertainment (Philippines) Corporation ("Melco"), for the management and operation of COD.

**Our first guiding pillar emphasizes that we pursue investments and businesses that offer sustainable growth and value creation opportunities for our shareholders and stakeholders.** Over the past five years, our recurring consolidated net income has grown by a compounded annual growth rate of 27%. We have experienced tremendous growth at COD with its revenue contribution for its land and building lease growing by 6% over this period. Further, we continue to be one of the top taxpayers in Paranaque City.

**Second, we deliver responsible leisure experiences with priority for social and environmental considerations at the center of our products and services.** This propelled us to introduce innovations in our leisure activities, diving into details such as looking into the various species of grass that is most compatible with our weather and most efficient in water requirements. We also made our clubs more accessible to persons with disabilities with the installation of ramps and special entrances. Our partner, Melco, also demonstrates this principle with their own sustainability commitments and programs, such as onsite vermicomposting and plant propagation, installation of rooftop solar panels, and championing local coffee, among others.

**Third, we facilitate local socio-economic development by providing job and skills development opportunities, and by engaging local suppliers in our daily operations.** Currently, we hire most of our employees at Tagaytay Highlands from the surrounding local communities. We source our ingredients locally and partner with Filipino concessionaires to meet the food requirements of our patrons. Meanwhile, Melco works closely with Filipino farmers to source homegrown beans for the coffee requirements of the entire integrated resort.

**For our fourth pillar, given that most of our leisure developments co-exist with natural habitats, we are responsible stewards of our natural environment.** In

2019, we celebrated the 10th anniversary of "One Tree at a Time," our tree-planting activity which is a testament to our long-standing commitment to preserve the richness of our forest landscape in Tagaytay Highlands. We also continue to assess the risks involving natural disasters given our proximity to Taal Volcano. These include landslides, biodiversity threats, soil, air and water quality and other natural environmental phenomena that may negatively impact our business and our communities.

**Fifth, we build self-sufficient host communities, particularly in Batangas and Tagaytay.** We help close the basic social services gap by helping provide better access to public education, health services and farming livelihood programs. We also assisted our host community by making available water services through the installation of a water pump and conducting drinking water testing benefitting over 250 households.

Our foundation is our commitment to good governance. Having been recognized as one of the top companies in the ASEAN Corporate Governance Scorecard Initiative, we intend to continue adhering to global standards of good governance as part of our operating ethos.

By defining our **"Approach to Responsible Leisure Experiences,"** we were able to identify our **Sustainable Development Goals (SDG)** focus areas:



As we carry on with our sustainability journey, we shall develop programs and monitor our performance and impact, both quantitatively and qualitatively. We will also do our share in the achievement of the Paris Agreement by reducing our own greenhouse gas emissions.

With our pillars as guides, the initiatives we pursue ensure our commitment to sustainable growth and value creation, and contribute to achieving national goals.

**Willy N. Ocier**  
President & CEO  
Pacific Online  
Systems Corporation

**Manuel A. Gana**  
President & CEO  
Belle Corporation

**Armin Antonio B. Raquel Santos**  
President & CEO  
Premium Leisure Corp.

# Our Sustainability Journey

Mindful about the need to operate our businesses beyond boundaries and silos, our leadership has incorporated broader principles of sustainability into our everyday business decisions and endeavors. To guide this implementation, our Board established a Sustainability Core Group tasked with overseeing sustainability initiatives across the Group. Headed by Belle President and Chief Executive Officer, Manuel A. Gana, this directs and monitors the implementation of sustainability programs across the Group. Allow us to share with you the progress we have made in the past year.





Our investment in and development of Tagaytay Highlands and City of Dreams Manila (COD) cemented our reputation and capability as a premium tourism and leisure destinations developer in the country. This is how we have delivered responsible recreation experiences in our two signature developments.

# Our Approach to Responsible Leisure Experiences

## Guiding Pillars and Approach

We pursue investments that offer sustainable growth and value creation opportunities.

- Verify business models that are able to deliver returns
- Anchored on good governance

We deliver responsible leisure experiences.

- Trailblazing developments
- Investments in environmentally-friendly technologies
- Values-aligned partnerships
- Feedback mechanism and prompt request and incident resolution

## Tagaytay Highlands

PHP **36.46<sub>mn</sub>**  
total taxes paid in 2019

over **60,000** visits  
made by members and

**240,000** by guests



Conversion to **sustainable grass** in golf course greens and fairways



**Club-wide renovations** of facilities and common areas



Use of **electric equipment** such as golf carts, cable cars and funicular train



### We facilitate local socio-economic development.

- Job creation, career enhancement and new skills development
- Opening employment opportunities to community members
- Spotting and nurturing high-potential employees
- Engagement of local suppliers

### We are responsible stewards of our natural environment.

- Integration of disaster risk and resilience management in planning
- Responsible operations
- Resource conservation and optimization
- Protection of key natural habitats

### We help build self-sufficient local communities.

- Community development programs
- Entrepreneurship opportunities
- Empowerment of underprivileged but deserving youth in the community



**1,084** direct and indirect jobs created



**93.2%** of employees locally hired



**98.3%** of employees receive performance review



**6** disaster and risk management trainings held



**3,000** liters of water saved thru efficiency projects



**640 kilograms** food waste recycled as feeds for the Animal Farm



**224** electric golf carts



**215** trees planted in 2019



**129** tires upcycled into children recreational equipment



**PHP 3mn** total community investments



**8** scholar-graduates



**1,579 students** benefitted from refurbishing **21 school** facilities



**1,083** people gain water access from water pump installation



**Over 2** hectares of land lent to farmers for vegetables and crop propagation





# Our Approach to Responsible Leisure Experiences

## Guiding Pillars and Approach

**We pursue investments that offer sustainable growth and value creation opportunities.**

- Invest in sectors with high growth opportunities
- Verify business models that are able to deliver returns
- Anchored on good governance

**We deliver responsible leisure experiences.**

- Trailblazing developments
- Investments in environmentally-friendly technologies
- Values-aligned partnerships
- Feedback mechanism and prompt request and incident resolution

## City of Dreams Manila

**12%** growth in revenues in 2019 from land and building lease of COD versus 2018

paid **PHP 148.96<sub>mn</sub>** in taxes in 2019

**No.1** taxpayer in Real Property Tax Collection Category in 2019 in the City of Paranaque

**One of the top taxpayers** in the City of Paranaque in 2017 and 2018



**Continuous partnership with Melco**, award-winning manager and operator of City of Dreams Manila (COD)



Through Melco, **long-term sustainability programs** are underway throughout the integrated resort

### We facilitate local socio-economic development.

- Job creation, career enhancement, and new skills development
- Opening employment opportunities to community members
- Spotting and nurturing high-potential employees
- Engagement of local suppliers

### We are responsible stewards of our natural environment.

- Integration of disaster risk and resilience management in planning
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- Entrepreneurship opportunities
- Empowerment of underprivileged but deserving youth in the community



COD employees participated in more than **80** corporate social responsibility activities

**Alignment of COD with the environmental sustainability initiative of parent company Melco Resorts & Entertainment Limited**, the first and only hospitality group and integrated resort signatory to the New Plastics Economy Global Commitment



**1.2MW** solar installation project at COD, equivalent to powering **1,000 homes**



COD realized **PHP 573,347** in monthly savings for fertilizers and ornamental plants onsite

**100%** of single-use plastic bottles removed in all employee areas of COD



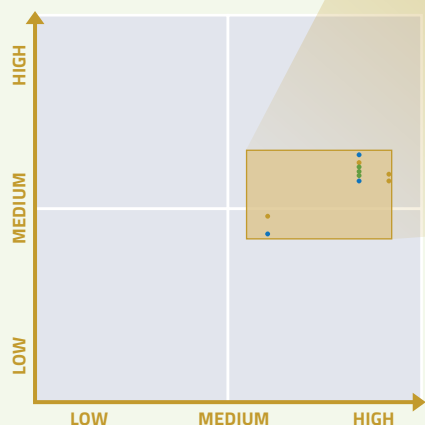
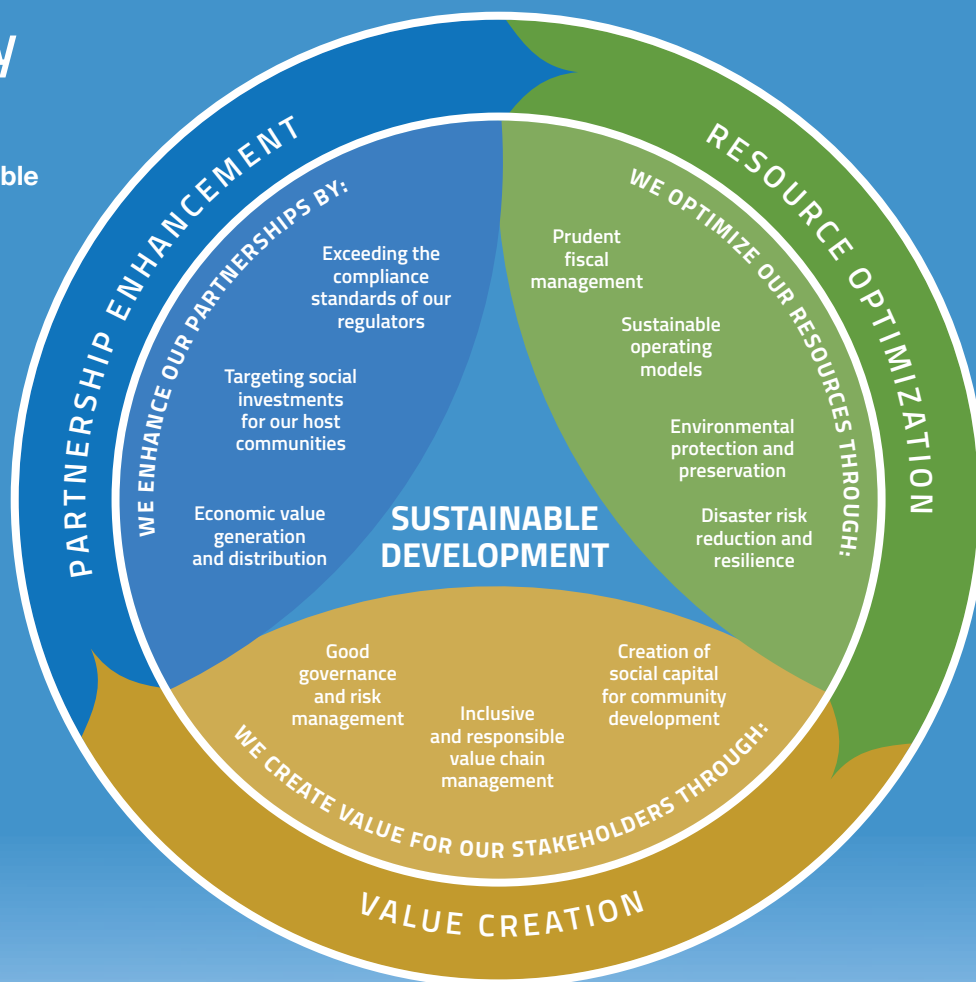
COD employees repurposed nearly **4,221** bars of soap from which they donated some 2,398 bars to Bahay Aruga as part of the company's Soap for Hope Program

# Sustainability Mandate

How we deliver responsible leisure experiences

Our sustainability framework serves as our guidepost in delivering responsible leisure experiences.

Across our businesses, we focus our strategy on creating value for our stockholders and meeting the evolving needs of our stakeholders, while ensuring that we cultivate our partnerships and use our resources responsibly.



## LEGEND

- Economic Performance
- Indirect Economic Impact
- Compliance
- Corporate Governance and Risk Management
- Water Utilization Management
- Biodiversity Protection
- Climate Change Adaptation
- Human Resource Development and Welfare
- Customer Care and Service
- Local Community Development

## What we consider to be material to our stakeholders and our business

From our initial materiality assessment in 2018, we continued to engage our stakeholders to understand what matters to them. We conducted internal reviews and informal dialogues, and launched an online stakeholder feedback survey to prioritize our identified material issues. From our assessments, we updated our materiality matrix to include the specific environmental aspects that are critical to our business.









# Material Topics, Boundaries, Definitions and Relevance

102-46, 102-47

Alignment to Our Business Approach	Material Topics	Boundaries	Definition and Relevance
We pursue investments and businesses that offer sustainable growth and value creation opportunities.	<b>Economic Performance</b> 	Within Belle, host communities, business partners, government	How we deliver sustained economic returns to our stakeholders
	<b>Compliance</b> 	Within Belle, host communities, regulators, business partners	How we comply with applicable laws and regulations
	<b>Corporate Governance and Risk Management</b> 	Within Belle, host communities, regulators, business partners	How we anchor our policies and practices on good corporate governance, emulate global best practices, and mitigate risks
We deliver responsible leisure experiences.	<b>Customer Care Service</b> 	Within Belle, customers, business partners	How we provide world-class service to our customers and protect their rights and data privacy
We facilitate local socio-economic development.	<b>Indirect Economic Impact (Jobs and Local Supply Chain)</b> 	Within Belle, host communities,	How we open employment opportunities to community members and the broader talent pool, and buy from small and medium enterprises from the locality
	<b>Human Resource Development and Welfare</b> 	Within Belle	How we invest in our employees, protect their rights, and promote work-life balance
We are responsible stewards of our natural environment.	<b>Climate Change Adaptation</b> 	Within Belle, host communities, customers	How we do our share in mitigating the negative effects of climate change
	<b>Biodiversity Protection</b> 	Within Belle, host communities, customers	How we contribute to preserving the biodiversity in our developments
	<b>Water Management</b> 	Within Belle, host communities, customers	How we responsibly utilize our water resources in our developments
We help build self-sufficient local communities.	<b>Local Community Development</b> 	Within Belle, host communities	How we help our host communities and empower them to be self-sufficient

# Our Commitments to Stakeholders

102-40, 102-42, 102-43, 102-44

Our Stakeholders	Their Roles	How We Engage Them
<b>Investors/Shareholders/ Creditors</b> 	Providers of financial resources crucial for us to achieve our vision	<ul style="list-style-type: none"> <li>• Annual Stockholders' meetings</li> <li>• Formal and informal meetings</li> <li>• Online surveys</li> <li>• Corporate website</li> </ul>
<b>Customers, Clients, Members</b> 	Buyers and users of our products and services	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Club members meetings</li> <li>• Formal and informal meetings</li> <li>• Newsletters</li> <li>• Corporate website</li> <li>• Online surveys</li> </ul>
<b>Employees</b> 	Partners who embody, carry out and fulfill our vision, mission and objectives	<ul style="list-style-type: none"> <li>• Internal communication</li> <li>• HR dialogue</li> <li>• Labor union relations</li> <li>• Performance reviews</li> <li>• Training workshops</li> <li>• Dialogues and agreements</li> <li>• Online surveys</li> <li>• Outreach activities</li> </ul>
<b>Communities</b> 	Partners in local community development	<ul style="list-style-type: none"> <li>• Community development programs</li> <li>• Community dialogues</li> <li>• Online surveys</li> </ul>
<b>Business Partners/Suppliers</b> 	Suppliers and service providers vital to our operations	<ul style="list-style-type: none"> <li>• Business meetings</li> <li>• Contracts and policies</li> <li>• Performance reviews</li> <li>• Online surveys</li> </ul>
<b>Regulators, Socio-civic Organizations, Media</b> 	Collaborators in pursuit of social progress and environmental sustainability	<ul style="list-style-type: none"> <li>• Formal and informal meetings</li> <li>• Media briefs</li> <li>• Online surveys</li> </ul>

What Matters to Them	Our Commitments	Our Performance
<ul style="list-style-type: none"> <li>• Corporate Governance and Risk Management</li> <li>• Customer Care and Service</li> <li>• Human Resource Development and Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent and accurate disclosures</li> </ul>	We boost economic value in the local communities where we are present (p. 17)
<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Corporate Governance and Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with all applicable laws and regulations</li> <li>• Customer-focused approach in new product and service offerings</li> </ul>	Our Sustainability-driven Investments and Businesses (p. 32)
<ul style="list-style-type: none"> <li>• Water Management</li> <li>• Climate Change Adaptation</li> <li>• Customer Care and Service</li> <li>• Biodiversity Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Environment-friendly business practices</li> <li>• Training and development programs</li> </ul>	We nurture a culture of excellence and mould world-class talent (p. 18)
<ul style="list-style-type: none"> <li>• Local Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in decision-making on investments and self-help opportunities</li> </ul>	We help provide opportunities for our local communities to be self-sufficient (p.20)
<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Corporate Governance and Risk Management</li> <li>• Customer Care and Service</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining good governance, transparency, accountability practices</li> </ul>	We anchor our practices on good governance (p. 42)
<ul style="list-style-type: none"> <li>• Corporate Governance and Risk Management</li> <li>• Climate Change Adaptation and Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with all applicable laws</li> <li>• Timely and accurate disclosures</li> </ul>	We anchor our practices on good governance (p. 42)





# Our Sustainability Focus Areas

In accordance with global standards, the Belle Board of Directors approved our guiding principles aligned to the United Nations Global Compact. As part of the SM Group, we also anchored our sustainable development strategy to the 17 Sustainable Development Goals.

The Company supports:

- Corporate governance
- Environment-friendly approach to business opportunities
- The adoption of technologies that help quantify, manage, report on and improve the impact of our businesses on the environment
- The responsibility to protect the dignity of every person and uphold human rights
- Equal opportunity for all with respect to employment and occupational advancement
- The elimination of all forms of forced and compulsory labor and child labor

# We Boost Economic Value in the Local Communities Where We Are Present



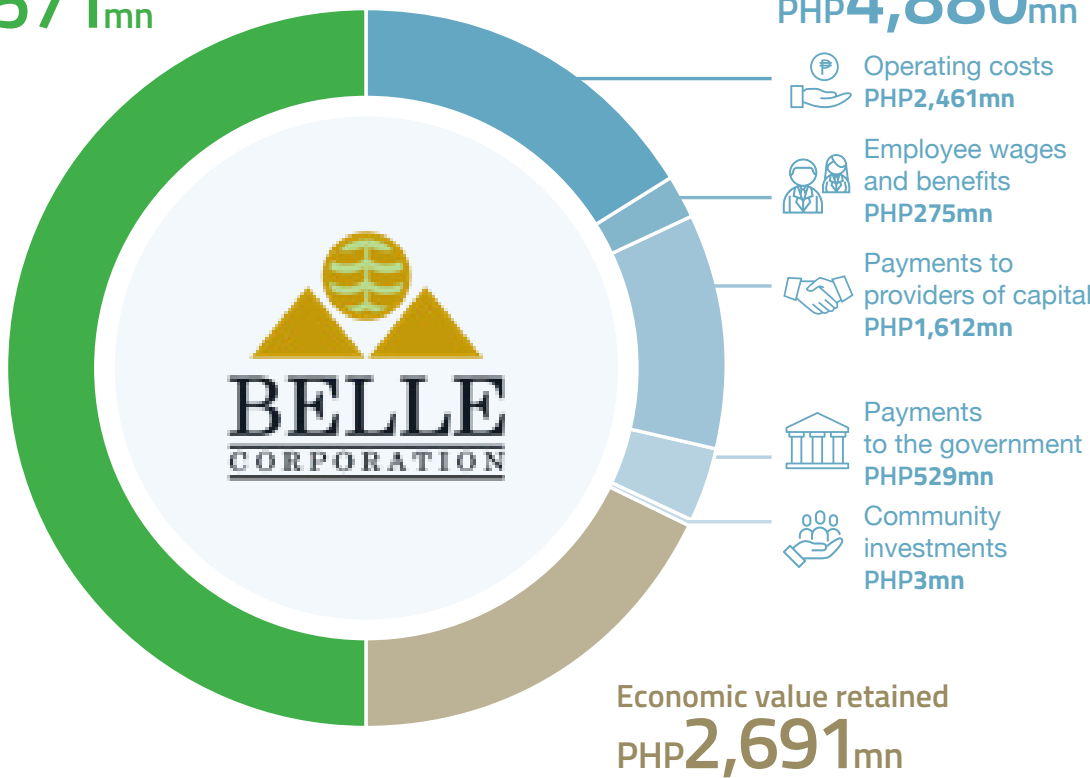
With our portfolio of investments and businesses, we are uniquely positioned to capture the high growth of premium leisure travel in the Philippines. Our ability to pursue sustained growth and value bolsters the local economies where we are present.

We stimulate economic activity by providing local employment, engaging local suppliers, investing in community development projects, and paying taxes to the local government.

## Our 2019 Economic Performance at a Glance

Economic value generated  
**PHP7,571mn**

Economic value distributed  
**PHP4,880mn**

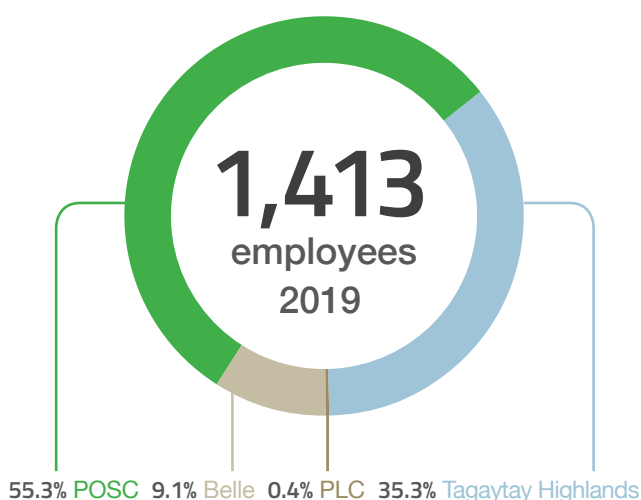


# We Nurture a Culture of Excellence and Mould World-class Talent

We believe that every employee plays a significant role in achieving our shared vision. Cultivating a culture of excellence is one of our priorities— from the time we hire new people who demonstrate the values of a Belle employee to the effort we put in

to develop their competencies as potential future leaders of the company. We maintain the diversity and agility of our workforce and challenge them to excel and build on each other's strengths. We always foster Belle's team spirit and culture as one family.

## TOTAL HEADCOUNT AND BREAKDOWN BY COMPANY



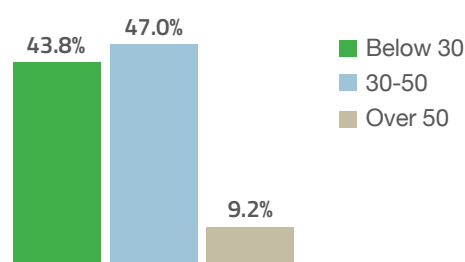
## BY GENDER

Employee Type	♂ Male	♀ Female
Full-time	681	731
Part-time	0	1
Employee Contract	Male	Female
Permanent	656	716
Fixed Term	25	16



**57%** of senior management leaders are women

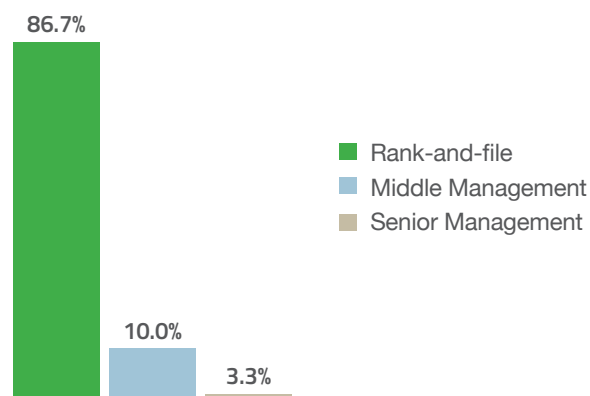
## BY AGE



## BY REGION

	NCR	Luzon	Visayas	Mindanao
Permanent	478	707	150	37
Fixed Term	0	41	0	0

## BY RANK



### Tagaytay Highlands



**41.9%** are covered by a collective bargaining agreement  
102-41



**93.2%** of employees are from surrounding local communities



**500+** indirect jobs created through third-party service providers



## NEW HIRES IN 2019

**509**

Total

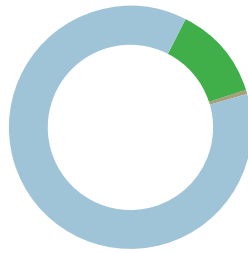
**36.0%**

Hiring Rate



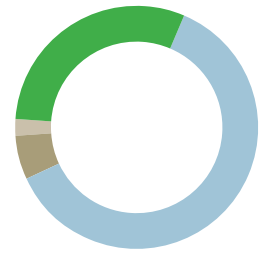
### BY GENDER

- 66% Female
- 34% Male



### BY AGE

- 87.0% Below 30
- 12.6% 30-50
- 0.4% Over 50



### BY REGION

- 30.3% NCR
- 61.9% Luzon
- 5.9% Visayas
- 2.0% Mindanao

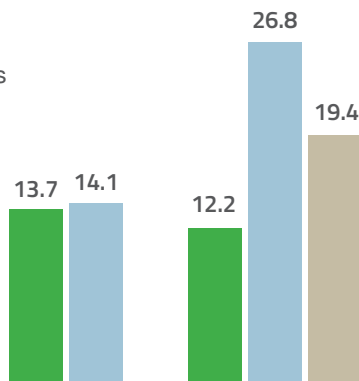
## EMPLOYEE TRAINING HOURS IN 2019

**19,629**

Total training hours

**13.9**

Average training hours per employee



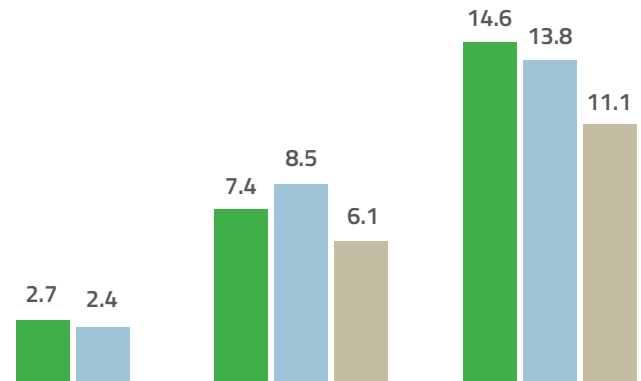
### BY GENDER

- Male
- Female

### BY RANK

- Rank-and-file
- Middle Management
- Senior Management

## AVERAGE TENURE BY RANK AND AGE GROUP IN YEARS



### BELOW 30

### 30-50

### OVER 50

- Rank-and-file
- Middle Management
- Senior Management

**98.3%**

of employees eligible for appraisal were appraised

## EMPLOYEE SEPARATIONS IN 2019

**596**

Total

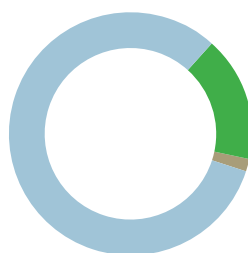
**40.3%**

Turnover rate



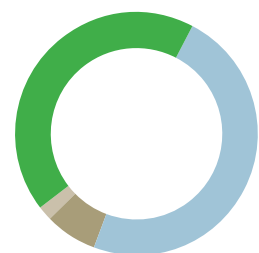
### BY GENDER

- 68.3% Female
- 31.7% Male



### BY AGE

- 81.9% Below 30
- 16.6% 30-50
- 1.5% Over 50



### BY REGION

- 43.1% NCR
- 48.2% Luzon
- 7.0% Visayas
- 1.7% Mindanao



## We Provide Opportunities for our Local Communities to be Self-sufficient

Where we are present, we focus our community investments on providing access to basic services that bridge our communities to the path to self-sufficiency. Through our social responsibility arm, Belle Kaagapay, we work closely with local government units and community leaders to identify their unique needs and determine where Belle can contribute. We conduct needs assessment surveys and implement our Kaagapay programs in the areas of quality education, health and nutrition, food security, and livelihood. In addition, the long-term relationships we have nurtured with key community leaders over the years enable us to address potential issues earlier.

We do our share in providing access to quality education through our scholarship program, and through our work to improve facilities at public schools in our host communities.



*Myra Redondo, Belle Kaagapay Partner and Pick & Pay Farmer*

Consistent with the long-term vision of Belle Kaagapay, we teach members of our local communities realistic, sustainable and easy to replicate activities that create empowered and productive citizens.

### Kaagapay para sa Kinabukasan

(Partners for the Future)



**21** classrooms refurbished in 2019

**112** classrooms refurbished in 9 host schools to date



**13,838** students benefitted from improvement of school facilities to date

**15** college students awarded with full scholarship to date

**PHP3.1mn** total investments for the scholarship program to date

### Kaagapay sa Kabuhayan

(Partners for Livelihood)

#### Gross sales from Pick and Pay program



**PHP1,410,148**

Gross sales to date (2016 to 2019)



**PHP368,804**

Gross sales in 2019



**18,771** kilograms of crops harvested to date (2016 to 2019)

**8,012** kilograms of crops harvested in 2019

# Empowered Lives | Big Dreams from Humble Beginnings

## **Belle Scholar Graduate: From Uncertainty to Stability**

Near the end of Bernalyn Tumagay's high school studies, her college education seemed in limbo. With insufficient means and their family's plight, she turned to Belle Corporation and the SM Foundation, Inc. for support. She made the most out of the scholarship she was given to eventually become a quality assurance engineer. By providing financial support, Bernalyn is a source of both pride and blessings for her family.



## **Belle Backs Brigada Eskwela Year 16**

It was a brand new year for Doña Maria Laurel Platon Elementary School in Aya, Talisay, Batangas as Belle Kaagapay volunteers repainted its walls and ceilings, and refurbished its facilities with new tools and supplies during the annual Brigada Eskwela. With the revamped look, the school's classrooms became more conducive to learning.

This is the 9th school that Belle Kaagapay has refurbished, benefitting 509 students in 11 host communities.

## **Reaping the Fruits of Hard Work**

"Our eggplants taste sweet and really good!" This was the proud assessment of Myra Redondo, Belle Kaagapay Partner and Pick and Pay Farmer. She currently tends Belle's 1.3-hectare organic farm in Suplang, Tanauan, Batangas. Aside from eggplants, Myra and her team plant and grow a variety of organic fruits and vegetables. She learned to farm organically after attending Kabalikat sa Kabuhayan, a 12-week training program launched at Tagaytay Highlands in 2016 in partnership with SM Foundation, Inc. It was at this training where Myra learned simple and practical farming techniques focusing on high-value crops, and obtained important hands-on experience that she has built on over the years.





11 SUSTAINABLE CITIES  
AND COMMUNITIES



13 CLIMATE  
ACTION



6 CLEAN WATER  
AND SANITATION



15 LIFE  
ON LAND



# In Support of the Sustainable Development Goals

From our initial alignment with the United Nations Sustainable Development Goals and Targets, we have identified our focus areas where we can create the most significant impact. As a developer, our role in achieving sustainable development is to help build thriving cities and communities, while protecting the natural environment for both the present and future generations.



## 11 SUSTAINABLE CITIES AND COMMUNITIES



# Approach in Building Sustainable Communities

As a Group, we envision local communities that grow with us. In the communities where we are present, we catalyze local economic activity, cultivate world-class talent, promote self-sufficient communities and protect the environment.

In our themed communities in Tagaytay Highlands, 40% of the developable areas on average are dedicated to common areas. Ground cover consists of native and low-maintenance plants and trees, which protect and promote biodiversity. Also installed in these areas are wellness and accessibility features such as jogging and walking paths, access ramps for differently abled persons, parks and children's play areas made from upcycled materials.



### Target 11.1

By 2020, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums



PHP 6.8mn

Allocated to socialized housing to date.

## 13 CLIMATE ACTION



# Actions on Climate Change Adaptation

Due to the extent of our operations, we hold ourselves responsible for managing our environmental impacts throughout the life cycle of our developments and increasing our communities' adaptive capacity to climate risks.

We constantly review our policies, processes and systems, and take the initial steps to adopt business practices that are more environment-friendly.



### Target 13.1

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries



### 1%

CO<sub>2</sub> reduction through energy efficiency programs

In planning our developments, we do an environmental risk assessment and place mitigation measures to reduce the impacts of these risks. As we pursue our master development plan in Tagaytay Highlands, we are deliberate in designing our structures for resilience.

We uphold our environmental responsibility in our day-to-day operations. Our carbon footprint comes from our use of energy and fuel, as well as from the waste we generate. We continuously monitor our resource consumption and waste generation to identify root causes of significant consumption, and to take the appropriate measures to manage our footprint.

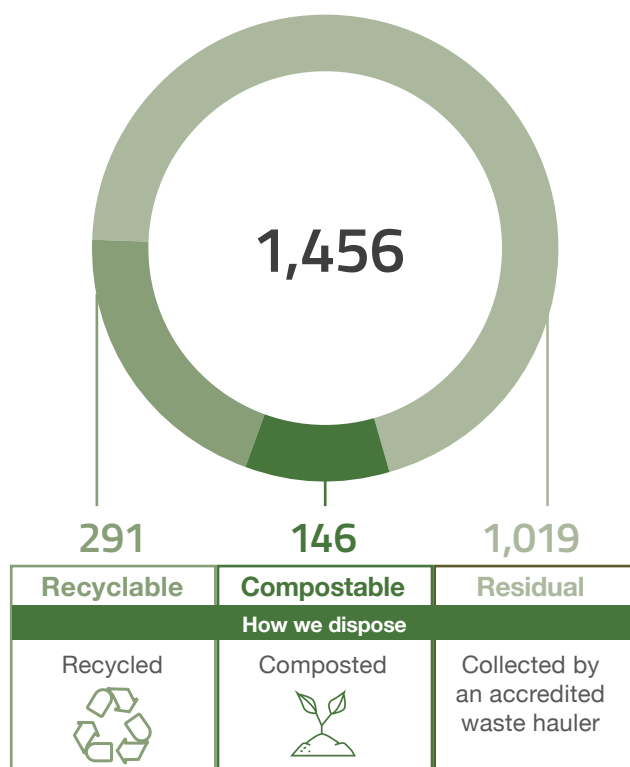


## Waste

We have waste management systems to ensure that our residual waste is properly segregated and handled by an accredited third-party collector. In Tagaytay Highlands, whenever possible we divert waste away from the landfill through our composting and recycling programs.

### Tagaytay Highlands

#### WASTE BY TYPE AND DISPOSAL METHOD<sup>1</sup> IN CUBIC METERS (m<sup>3</sup>)



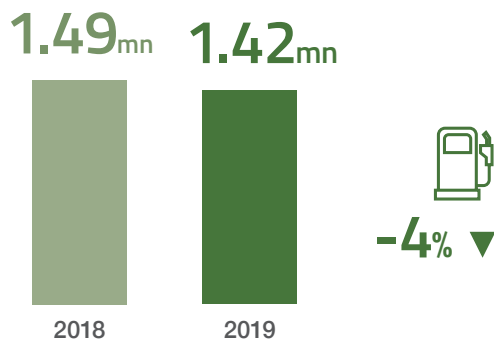
102-48

<sup>1</sup> The data covers the total waste generated in the whole Estate, including waste from turned over properties.

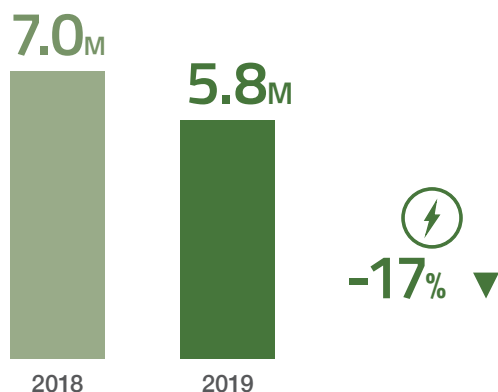


## Energy

### Fuel consumption within the company in liters



### Electricity consumption within the company in kilowatt-hours (kWh)<sup>2</sup>

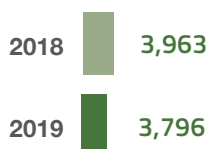


## Air Quality

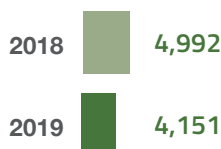
Fresh air is one of the reasons our members and guests keep coming back to Tagaytay Highlands. We do our share to maintain air quality at the estate by operating more environment-friendly vehicles and through reforestation and propagation initiatives.

### Total GHG Emissions<sup>3</sup> in MT CO<sub>2</sub>e

#### SCOPE 1



#### SCOPE 2



#### SCOPE 3



**Scope 1** – Direct emissions from the use of fuel in our company vehicles and standby generators.

**Scope 2** – Indirect emissions from the use of electricity in areas we control and operate such as offices, golf clubs

**Scope 3** – Other indirect emissions from the use of electricity of our property tenant City of Dreams Manila and turned over properties in Tagaytay Highlands

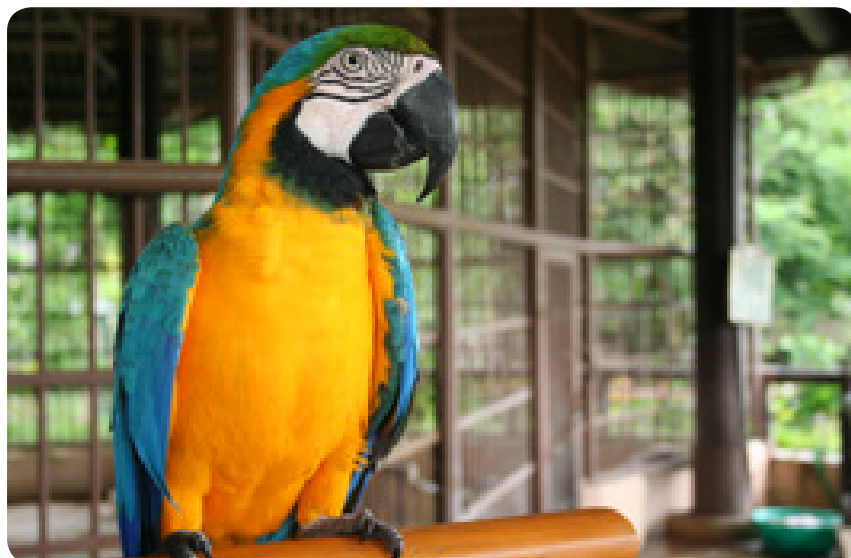
102-48

<sup>2</sup> 2018 data was recalculated to reflect changes in reporting boundaries

<sup>3</sup> The GHG emissions are calculated following the operational approach of the Greenhouse Gas Protocol. Scope 2 emissions were calculated using the 2015-2017 National Grid Emission Factors provided by the Department of Energy. 2018 data was recalculated to reflect changes in measurement methods.



# Greener Living | Big Impact Begins with Small Steps



## No Food Goes to Waste

Achieving a zero-waste operation is a huge ambition. We have taken the first step by launching our Food Waste to Feeds Program, where edible waste from our clubs serve as feeds for our Animal Farm.



**640** kilograms of kitchen refuse and food wastes from Club outlets and offices were used as feed for swine at the Animal Farm



**PHP263,730** savings due to repurposed kitchen refuse and food wastes

## Refuse the Single Use

Soon, single-use plastics will be no longer part of our amenities and facilities. We have started to install shampoo dispensers in our clubhouses and locker rooms for our members and guests to use and have replaced disposable water bottles with refillable glass bottles. Through these small wins, we invite our members and guests to reconsider the long-term effects of plastic and avoid its use where possible.



**35** Tagaytay Highlands clubhouses and locker rooms use body wash and shampoo dispensers

**15** water dispensers available in 9 facilities



## Go for Green

During the renovations prior to our silver anniversary, we targeted the removal of old equipment in favor of more eco-friendly alternatives. Old air-conditioning units were replaced with more efficient inverter-type models.



**52** inverter air-conditioning units installed in renovated facilities and common areas

## 6 CLEAN WATER AND SANITATION



# Conservation Efforts to Sustain our Source of Life

The importance of water cannot be emphasized enough. Many stakeholders – our host communities, our surrounding environment – rely on its availability and conserving and properly managing its use is a must. We are committed to doing our share in sustaining the water supply within our communities and ensuring that future generations will have adequate access to clean water.



### Target 6.1

By 2030, achieve universal and equitable access to safe and affordable drinking water for all

Proportion of population using safely managed drinking water services

**1,083 people**

benefitted from installation of the water pump

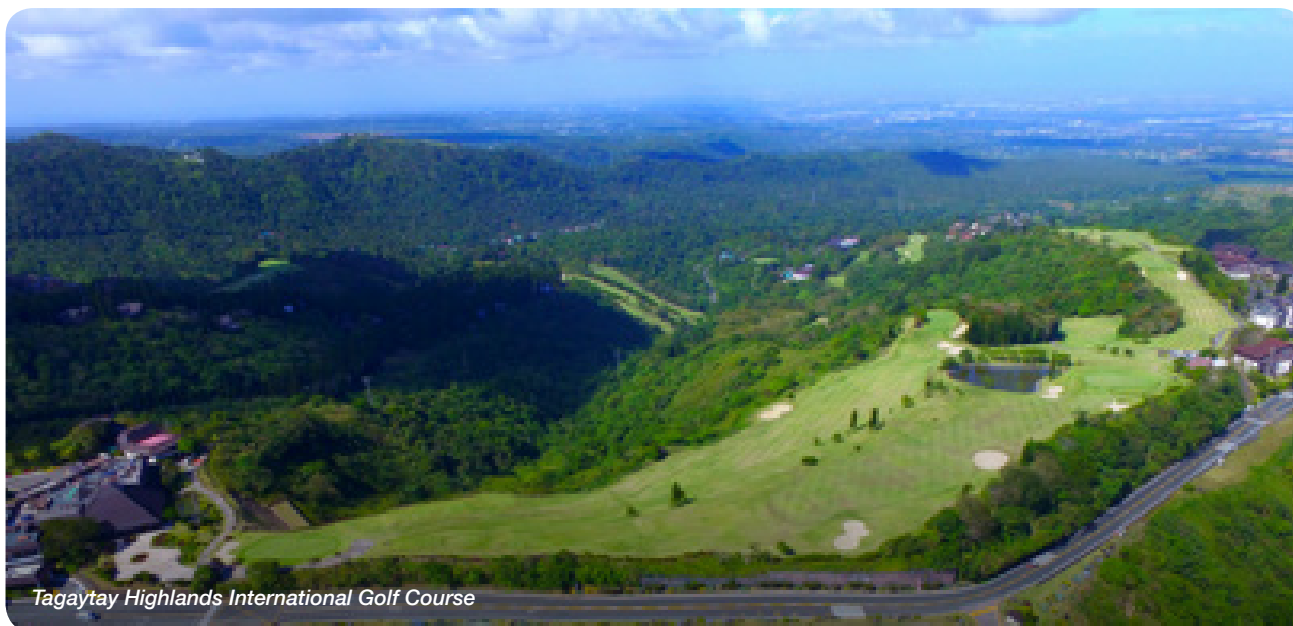


### Target 6.4

By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

**3,000 liters**

of water recycled at our Pick and Pay Farm



Tagaytay Highlands International Golf Course

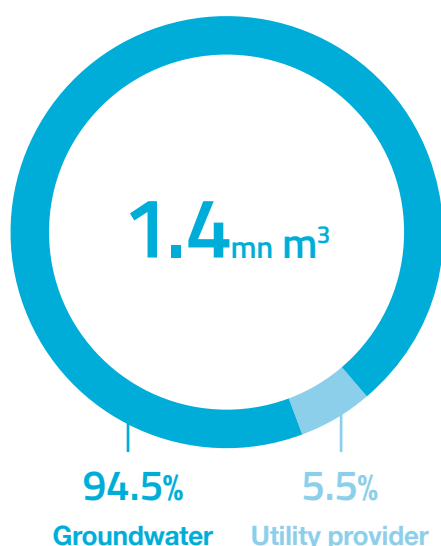
We use the most significant amount of water in Tagaytay Highlands, where we withdraw water from deep wells to supply our residential communities, clubs, farms and golf courses. We make sure that every drop counts through our conservation efforts.

First, we comply with environmental regulations as we manage our withdrawal from 11 deep wells. We conduct periodic preventive maintenance to keep our wells and attendant pipes fully functional.

Second, we routinely monitor water levels against projected demand and employ best practices in optimizing water use at the golf course, common areas, and establishments.

Third, we seize opportunities to recycle water through our rainwater harvesting mechanisms within the Estate.

#### Water withdrawal by source



#### Water consumption in our operations<sup>1</sup> in cubic meters (m<sup>3</sup>)



#### Water consumption in the turned over properties at Tagaytay Highlands<sup>1</sup> in cubic meters (m<sup>3</sup>)



102-48

<sup>1</sup>2018 data was recalculated to reflect changes in reporting boundaries

15 LIFE  
ON LAND



# Commitment To Nurturing Our Land

We are committed to being a sustainable developer for our customers and stakeholders. We intend to stay true to our roots by ensuring that our people continue to live harmoniously with nature.



## Target 15.1

By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally



over

**490,000**

trees planted



Stakeholders and partners of the Belle Group flash the thumbs-up sign as they gear up to plant during the 10th One Tree at a Time.



## A Decade of Planting One Tree at a Time

Ten years ago, Tagaytay Highlands co-founder Willy N. Ocier had a dream of planting one million trees in Tagaytay Highlands by 2044. A decade later, this dream is almost half-way to being fulfilled.

Clad in “Sustainability Starts with Me” statement shirts, over a hundred volunteers from Belle, Highlands Prime, Inc., Pacific Online Systems Corporation, Premium Leisure Corp., SM Leisure Resort Residences and Tagaytay Highlands Clubs and Homeowners’ Associations joined this year’s event and planted more than 200 saplings in various Tagaytay Highlands sites.



Target by 2044:  
**1mn**



**490,962**  
Impact to date



**215**  
Saplings planted in 2019

# Our Sustainability-driven Investments and Businesses

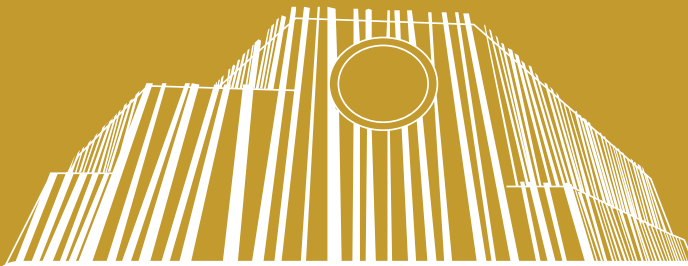




# City of Dreams Manila Integrating Sustainability

As co-licensee and owner of the land and buildings in City of Dreams Manila, we implemented operational efficiency and environment-friendly measures from our initial designs. During the early stages of the City of Dreams Manila project, we installed quality assets, equipment and fixtures such as a building management system and power-saving solar films on window panels, which remain useful to this day and contribute to overall cost efficiency. Moreover, our onsite Integrated Resorts team works closely with Melco in managing assets and ensuring the continuity of operations at the integrated resort.

# Sustainable Dreams



Now on its fifth year of operations and serving loyal patrons, customers and guests, City of Dreams Manila continues to set a bar high for sustainability. The luxury integrated resort is currently implementing “Sustainable Dreams,” an initiative which consists of long-term environmental and socio-economic programs.



*Cirilo Alerta, City of Dreams Manila Landscape Manager*

## Amplifying Self-sustaining Green Initiatives

City of Dreams Manila expanded its vermicomposting facility and plant nursery with the construction of additional chambers and greenhouses. This expansion aims to increase the production of organic compost and liquid fertilizer, currently used in the property’s landscape features. Eventually, the goal is to share this with local farmers as part of City of Dreams Manila’s Corporate Social Responsibility (CSR) program.



**5** new vermicomposting chambers



**PHP573,347**

monthly savings derived from vermicomposting and in-property plant propagation efforts



Approximately

**63 kilograms** of used coffee grounds, 20 kilograms of fruit and vegetable peelings, and 5 kilograms of egg shells are collected daily and used to feed the worms at the vermicomposting chambers



**9.6 tons** of vermicast and **14.5 tons** of vermitea produced since 2017



**15 herbs** grown in the 115 square meter herb garden



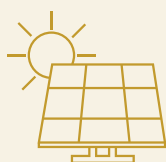


## Harnessing an Infinite Renewable Source of Energy

The commissioning of a 1.2MW solar installation composed of 3,120 Solar PV panels on the parking building rooftop at City of Dreams Manila is expected to noticeably bring down electricity costs. The luxury integrated resort will be able to reduce sourcing energy from Meralco during peak hours and utilize its self-generated clean energy to be more energy efficient.



Photos courtesy of City of Dreams Manila



**1.2MW** solar installation project's forecast reduction in consumption can power **1,000** homes with an average monthly consumption of **PhP1,500**

**2,000MWh** guaranteed generation capacity per year is equivalent to the average annual electricity consumption of more than **7,000** typical households

Over **1,000** tons of CO<sub>2</sub> will be removed from the carbon emissions of the integrated resort per annum, equivalent to the emissions absorbed by 600 hectares of trees each year.

## Supporting Local Industries and Farmers

One of the attractions at City of Dreams Manila is The Roaster at The Garage VR Zone and food park. Beyond just custom gourmet blends, coffee lovers are drawn by the offer of a homegrown coffee experience. Through the Philippine Coffee Board Inc., Executive Chef Audi Budiman and his team work with farmers from Matutum, South Cotabato and Atok, Benguet for Arabica beans as well as farmers from Lipa, Batangas for Robusta beans. There is distinct pride in seeing locally grown beans holding their own against the coffee concoctions of the world.



Photos courtesy of City of Dreams Manila



**3** local sources of coffee beans

**100%** locally sourced coffee beans are roasted, brewed and made available at City of Dreams Manila's operated dining outlets and signature restaurants



## Partnering for Environmental Sustainability

City of Dreams Manila takes its sustainability program to greater heights by collaborating with the ABS-CBN Foundation in environmental advocacies such as Bantay Langis, Bantay Baterya, and Waste Electronic and Electrical Equipment Recovery Program. Proper handling of these end products reduces the hazardous wastes that could pollute bodies of water. Apart from its positive environmental impact, the income generated from the donated wastes are utilized to fund various environmental initiatives such as the protection of the La Mesa Watershed.



**3** environmental advocacies supported



City of Dreams Manila employees join various corporate social responsibility activities.



## Advocating Employee Volunteerism

City of Dreams Manila's thousands of employee-volunteers become "Sustainability Ambassadors" each time they take part in various corporate social responsibility activities such as Soap for Hope, Earth Hour, blood donations, coastal clean-up drives, and mangrove and tree-planting in Laguna and Cavite. "There is a growing call to collectively step up for a sustainable future and together with the strong support of our employees, our guests, and the communities we partner with, we aim to take an even more active role to heed this call," said Kevin Benning, City of Dreams Manila Chief Operating Officer.

**3,662**

employee-volunteers

**83**

corporate social responsibility activities held



**4,221**

soap bars produced from Soap for Hope sessions conducted

**2,398**

soap bars donated to charitable institutions

**200**

employee-volunteers joined A Walk to Save the Earth, which was held in consonance with the annual Earth Hour



## City of Dreams Manila Employee: From Green Thumb to Unsung Hero of the Year

Landscape Manager Cirilo Alerta, who has 25 years of hotel industry experience under his belt, is one of the experienced and expert employees of City of Dreams Manila. His expertise, initiative and commitment led to the establishment of the luxury resort's greenhouse nursery and herb garden in 2016 and vermicomposting facility in 2017. Today, Mr. Alerta is proud of his recent acclaim as "Asia's Unsung Hero of the Year" during the 6th Stelliers Awards held in Singapore. His win and continuing efforts have resulted in the reduction of City of Dreams Manila's organic waste, generating significant savings and playing a vital role towards achieving the leisure property's long-term sustainability goals.



*Premium Leisure Corp. (PLC) Chairman Willy Ocier (sixth from left) and PLC President Armin Raquel Santos (seventh from left) participate in the groundbreaking ceremony of the Melco Resorts (Philippines) Foundation-sponsored Presidential Security Group Station Hospital.*



QR code for Premium Leisure Corp.'s 2019 Sustainability Report in the Securities and Exchange Commission template

## Winning Partnerships

We remain committed to working closely and harmoniously with our partners and stakeholders in City of Dreams Manila. Melco, our partner, has successfully steered the integrated resort towards the path of sustainability.

We do our share through:

- Regular liaison with Melco and remaining accessible and collaborative
- Complying with and, at times, even going beyond regulatory requirements
- Identification, management and oversight of potential risks
- Community investments and partnering with Belle Kaagapay, the corporate social responsibility arm of parent company Belle Corporation



## Focused on Integrity and Reliability



For more than 25 years, service reliability has been the key to our support for the mandate of the Philippine Charity Sweepstakes Office (PCSO) to raise and provide funds for health programs and medical assistance services nationwide. Our state-of-the-art online computer systems, terminals and software power the lottery operations of the PCSO in the Visayas and Mindanao.



QR code for Pacific Online Systems Corporation's 2019 Sustainability Report in the Securities and Exchange Commission template

We ensure the integrity, reliability and efficiency of our products, equipment and services by:

- Continuing to partner with leading globally reputable lottery technology contractors
- Maintaining our quality certifications and implementing quality systems in place
- Benchmarking and aligning with the latest trends in the lottery industry
- Subjecting our systems and assets to the most stringent internal and independent checks
- Constant coordination with the PCSO, customers and other key partners



## Sustainable Leisure Destination of Choice

Tagaytay Highlands pursues initiatives to retain its standing and reputation as the premier mountain resort getaway of choice and icon of sustainability.

**12** renovated facilities and common areas

**2** fully functioning alternative modes of transportation: cable car and funicular train

**15%** in 2019 revenues versus 2018

**61,197** visits by members and

**242,536** by guests

Our members and their families, property owners and guests can rest assured that we:

- Deliver responsible luxury experiences across our leisure developments and club facilities
- Protect our natural environs by remaining mindful of our operations and resource management, distribution and consumption
- Facilitate local socio-economic opportunities, prioritize hiring from our host communities and strategize to retain our employees
- Help build self-sufficient local communities by patronizing local produce, knowledge sharing, among others
- Target sustained value and growth for the benefit of all stakeholders
- Renovations and developments at Tagaytay Highlands



## Pioneering Sustainable Golf

The Tagaytay Highlands International Golf Course holds the distinction as the first in the Philippines to fully convert its greens and fairways to Philippine Bermuda grass. It is a type of local grass that is durable and requires less maintenance and water. This strategic conversion has already resulted in significant water consumption and maintenance cost reduction.



**224** fully electric golf carts deployed and available for use in Tagaytay Highlands



**100%** safe and free from any harmful issues

## Our Pick: Go Fully Electric

Aside from Tagaytay Highlands' electricity-run cable car and funicular train, golf carts plying our courses are also fully electric. Since 2010, members, spouses, dependents and guests alike use the golf carts to conveniently move around Tagaytay Highlands' golf courses safely. The golf carts are well maintained by Tagaytay Highlands' team who ensure their proper usage and care.

# Our Anchor on Good Governance



The Board of Directors and officers of Belle Corporation (from left): Armin Antonio Raquel Santos, Executive Vice President, Business Unit Head for Integrated Resorts; Virginia Yap, Director; Jacinto Ng, Jr., Director; Manuel Gana, President, Chief Executive Officer, Director; Willy Ocier, Vice Chairman; Emilio De Quiros, Jr., Chairman of the Board; Elizabeth Anne Uychaco, Vice Chairperson; Cesar Virata, Independent Director; Amando Tetangco, Jr., Independent Director; Gregorio Kilayko, Independent Director; Jackson Ongsip, Executive Vice President, Chief Financial Officer, Chief Risk Officer, Compliance Officer; A. Bayani Tan, Corporate Secretary; and Arthur Sy, Assistant Corporate Secretary



# Governance Structure and Board Committees



Belle Corporation (Belle) commits to the principles and practices of good corporate governance in its business operations.

From the Board of Directors and Management to all levels in the organization, these practices are established to improve shareholder value and sustain our growth. Our corporate governance framework is established in accordance with our values of sustainability, accountability, integrity, leadership, hard work and innovation.

## The Board's Governance Responsibilities

Our Board is responsible for our company's long-term success, achieving its strategic goals and maintaining its productivity in the light of healthy competition and shifting markets. They are composed of a majority of non-executive members and are elected by our stockholders during the Annual Stockholders' meeting. The directors hold office for one (1) year and until their successors are elected following the procedures set forth in our Company By-Laws. There are three (3) non-executive independent directors, one of whom is designated as the lead independent.

All Board members have been duly screened and deemed eligible and highly qualified by the Corporate Governance Committee. The Board of Directors possess collective working knowledge, experience and expertise relevant to our industry / sector. They have attended trainings on corporate governance and relevant continuing education program.

Director's Name	Designation	Directorship [Executive (ED), Non-Executive (NED) or Independent Director (ID)]
Emilio S. De Quiros, Jr.	Chairperson	NED
Willy N. Ocier	Vice Chairperson	ED
Elizabeth Anne C. Uychaco	Vice Chairperson	NED
Manuel A. Gana	Director, President and CEO	ED
Jose T. Sio	Director	NED
Virginia A. Yap	Director	NED
Arthur L. Amansec*	Director	NED
Aurora Cruz Ignacio**	Director	NED
Ricardo L. Moldez***	Director	NED
Jacinto C. Ng, Jr.	Director	NED
Gregorio U. Kilayko	Independent Director	ID
Amando M. Tetangco, Jr.	Independent Director	ID
Cesar E. A. Virata	Independent Director	ID

\* served as a Director until January 7, 2019

\*\* served as a Director from February 28, 2019 to April 2019 replacing Mr. Arthur L. Amansec

\*\*\* served as a Director from May 30, 2019 replacing Ms. Aurora Cruz Ignacio

### Board Committees

To address specific tasks and responsibilities and help focus on specific corporate governance responsibilities, the Board created several committees, adopted a Charter which outlines its purpose, composition, roles and responsibilities based on the Manual on Corporate Governance (MCG). Their Charters as well as the composition of the other Committees are disclosed in the Company's Annual Report and website, and reviewed annually.

#### Audit Committee

The Audit Committee interfaces with internal and external auditors, reviews the Company's financial reports and recommends them to the Board for approval. It assists the Board in ensuring the quality and integrity of the Company's internal control, accounting, and financial reporting systems.

Gregorio U. Kilayko (ID)	Chairperson
Jacinto C. Ng, Jr.	Member
Cesar E.A. Virata (ID)	Member

#### Corporate Governance Committee

The Corporate Governance Committee is tasked to assist the Board in performing its corporate governance compliance responsibilities. The Committee monitors corporate governance trends and makes recommendations to the Board of Directors. The Committee may source potential Board candidates through professional search firms and recommend candidates to fill vacancies.

The Committee ensures that all candidates nominated possess the ideals and values that are aligned with the Company's vision and mission statements. It shall provide communications with the Board and with shareholders and regulators

Amando M. Tetangco, Jr. (ID)	Chairperson
Gregorio U. Kilayko (ID)	Member
Cesar E.A. Virata (ID)	Member

#### Risk Oversight Committee

The Risk Oversight Committee assists the Board of Directors in assuring the quality and integrity of the Company's business and financial risk profile, and its risk management systems.

Cesar E.A. Virata (ID)	Chairperson
Gregorio U. Kilayko (ID)	Member
Jacinto C. Ng, Jr.	Member

### Related Party Transactions Committee

The Related Party Transactions (RPT) Committee assesses material agreements with related parties to ensure that these are conducted at market rates and on an arm's length basis.

Amando M. Tetangco, Jr. (ID)	Chairperson
Gregorio U. Kilayko (ID)	Member
Cesar E.A. Virata (ID)	Member

#### Compensation and Remuneration Committee

The Compensation and Remuneration Committee determines and approves, by a majority vote, all matters relating to compensation, remuneration and benefits of the Company's officers and directors and communicates with the Board and, as appropriate, with shareholders and regulators.

Jose T. Sio	Chairperson
Elizabeth Anne C. Uychaco	Member
Emilio S. De Quiros, Jr.	Member
Manuel A. Gana	Member
Gregorio U. Kilayko (ID)	Member

#### The Manual on Corporate Governance

The MCG institutionalizes the principles of good corporate governance throughout the organization. It outlines the Company's compliance system and identifies the responsibilities of the Board and Management in relation to good corporate governance. It also states the Company's policies on disclosure and transparency, and mandates the conduct of communication and training programs on corporate governance. The MCG specifies the rights of all the shareholders and the protection of the interests of minority stockholders.

#### The Code of Business Conduct and Ethics

The Code of Business Conduct and Ethics (CBCE) sets guidelines for professional and ethical behavior of the Company's directors, officers, and employees in the performance of their duties and responsibilities in the manner that they deal with investors, creditors, customers, contractors, suppliers, regulators and the public. It stresses the importance of integrity in relationships and dealings with business partners, the Company's duties regarding employee welfare, the rights of shareholders, the protection of Company information assets and the promotion of corporate social responsibility.

#### Corporate Governance-related Policies

The Company's good corporate governance culture is embodied in its MCG and CBCE and implemented through its governance policies. These policies are relayed to all employees via intranet portal and by conducting corporate governance sessions to apprise

employees of developments. Some of these policies are:

1. Accountability, Integrity and Vigilance (Whistle-Blowing). Employees, customers, shareholders and stakeholders can make use of the Whistle-Blowing policy to report questionable activities, unethical conduct, fraud or malpractice by mail, phone or electronic mail in strictest confidence to allay fears of retaliation.
2. Alternative Dispute Resolution. A system established to settle conflicts between the Company and its stockholders or other third parties, including regulatory authorities.
3. Board Diversity. The Company values and promotes a policy on diversity in the composition of our Company's Board of Directors to reinforce its effectiveness in providing strategic direction, oversight and compliance with laws and regulations.
4. Conflict of Interest. All business decisions and actions must be based on the best interests of the Company and not motivated by personal considerations or relationships which may interfere with the exercise of independent judgment.
5. Corporate Disclosures. To provide guidelines on corporate disclosure policy and procedures.
6. Data Privacy Act (Records Management). The Company shall observe the Data Privacy Act to ensure all employees' personal information in Information and Communications Systems are secured and right of privacy protected.
7. Director's Board Seats Held in Other Companies. This policy provides guidelines on the number of board seats in other companies that a Director may hold at any given time, in order to optimize their ability and time for their duties at the Company.
8. Employees' Safety, Health and Welfare. The Company gives importance to employee welfare to help progress their capabilities and careers and to encourage loyalty, dedication, passion and productivity at work. To demonstrate this, the Company provides services and facilities for the employees' betterment, aiming to help them improve as individuals, as team players at work and as members of the community.
9. Gifts / Hospitality / Entertainment. The Company prohibits solicitation and/or acceptance of gifts, hospitality and entertainment from a business partner, by any director, officer or employee to avoid conflict of interest situations which may lead to or give an impression of improper influence of business judgement.
10. Guidelines on Placing of Advertisements. The policy provides guidelines to address instances where publications / magazines give out awards to companies and/or company executives to solicit ad placements from the companies that are nominated for the awards.
11. Insider Trading. Directors, Officers and Employees are prohibited from buying or selling (trading) shares of stock of Belle, PLC and POSC using material non-public information and obtained by reason of position, contact within or other relationship with the Company. They are also prohibited from passing on such information to someone else who then buys or sells the Company's shares of stock.
12. Material Related Party Transactions. The policy provides guidelines that address RPTs in the manner that will safeguard the interest of the Company and in particular its minority shareholders and other stakeholders.
13. Safeguarding Creditors' Rights. This policy provide guidelines on upholding of creditors' rights in the manner that will safeguard the interest of the Company and its creditors.
14. Succession Planning and Retirement of Directors and Key Officers. This policy provides guidelines on the Company's succession planning and the retirement of directors and key officers, to have a proper balance in refreshing the Board with new talent while continuing to benefit from the wisdom, expertise and experience of its directors and key officers.
15. Tenure of Independent Directors. This policy promotes and reinforces independence in the Board and is consistent with best practices in governance, and in compliance with SEC Memo Circular No. 4, series of 2017.
16. Vendor Accreditation and Selection. This policy outlines the procedures to be followed by concerned and authorized personnel of the Company engaged in purchasing transactions. Existing and potential vendors and suppliers are required to conform to the Company's Code of Business Conduct and Ethics as a pre-requisite for the accreditation process.

The downloadable versions of the Manual on Corporate Governance, the Code of Business Conduct and Ethics, other corporate governance-related policies, disclosures and other company information are available to the public through this corporate website:

Belle – [www.bellecorp.com](http://www.bellecorp.com)

# GRI Content Index



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page number(s), direct answer and/or URLs	Reason for Omission
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	<b>Organizational Profile</b>		
	102-1	Name of the organization	Belle Corporation
	102-2	Activities, brands, products, and services	2-3
	102-3	Location of headquarters	Inside back cover
	102-4	Location of operations	2
	102-5	Ownership and legal form	Publicly listed company
	102-6	Markets served	2, 40
	102-7	Scale of the organization	2-3
	102-8	Information on employees and other workers	18-19
	102-9	Supply chain	17, 45
	102-10	Significant changes to the organization and its supply chain.	None to report
	102-11	Precautionary Principle or approach	24, 29
	102-12	External initiatives	22
	102-13	Membership of associations	Inside back cover.
	<b>Strategy</b>		
	102-14	Statement from senior decision-maker	4-5
	<b>Ethics and Integrity</b>		
	102-16	Values, principles, standards, and norms of behavior	1, 44-45
	<b>Governance</b>		
	102-18	Governance structure	6, 42-45
	<b>Stakeholder Engagement</b>		
	102-40	List of stakeholder groups	14
	102-41	Collective bargaining agreements	18
	102-42	Identifying and selecting stakeholders	14
	102-43	Approach to stakeholder engagement	14
	102-44	Key topics and concerns raised	14
	<b>Reporting Practice</b>		
	102-45	Entities included in the consolidated financial statements	Belle and subsidiaries
	102-46	Defining report content and topic boundaries	13, 48
	102-47	List of material topics	13
	102-48	Restatements of information	25, 26, 29
	102-49	Changes in reporting	None to report
	102-50	Reporting period	January to December 2019
	102-51	Date of most recent report	2018, reported in 2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Inside back cover
	102-54	Claims of reporting in accordance with the GRI Standards	48
	102-55	GRI Content Index	46-47
	102-56	External assurance	No external assurance



GRI Standard	Disclosure		Page number(s), direct answer and/or URLs	Reason for Omission
Material Topics				
Economic Performance				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13-17	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	17	
Energy				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13, 26	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	26	
Water				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13, 29	
GRI 303: Water 2016	303-1	Water withdrawal by source	29	
Emissions				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13, 26	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	26	
	305-2	Energy indirect (Scope 2) GHG emissions	26	
Effluents and Waste				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13, 25	
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	25	
Employment				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16, 44-45	
	103-3	Evaluation of the management approach	13, 18	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	19	
Training and Education				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13, 18	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	19	
Local Communities				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	13	
	103-2	The management approach and its components	12-16	
	103-3	Evaluation of the management approach	13	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	20-21	

# About this Report

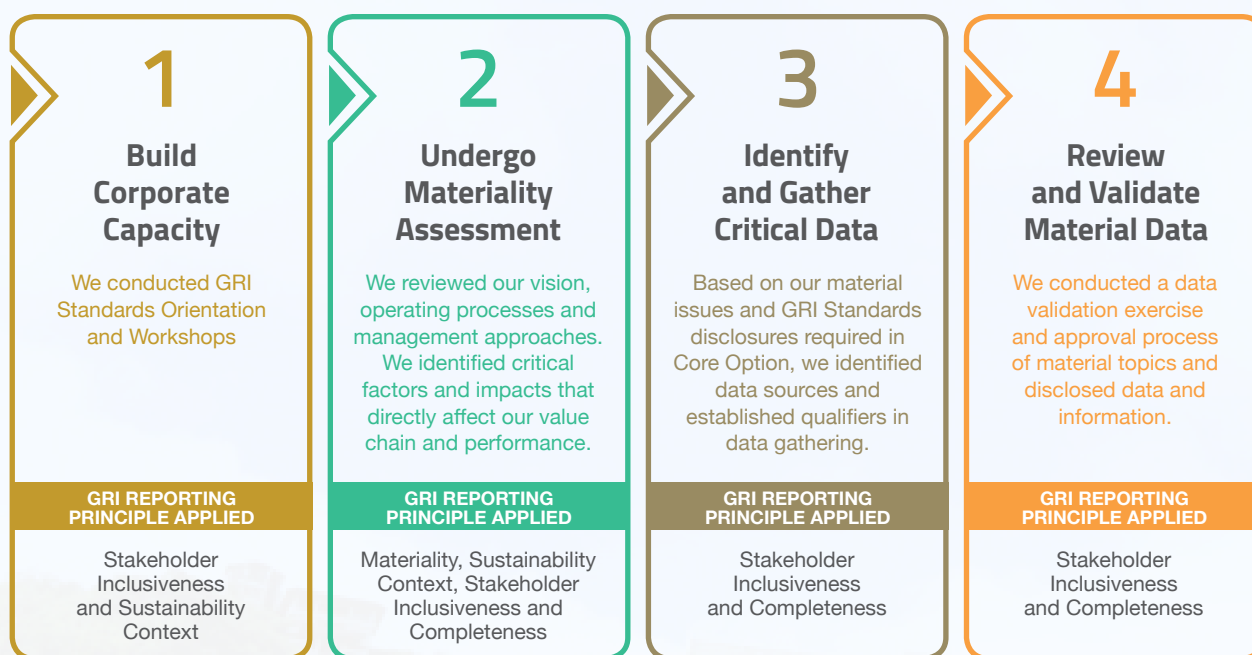
102-54

Belle Corporation's 2019 Sustainability Report is the company's 2<sup>nd</sup> Sustainability Report covering the period of January 2019 – December 2019. It is a substantiation of our commitment to the United Nations Sustainable Development Goals, the principles of the United Nations Global Compact and the Greenhouse Gas Protocol. It is also in compliance with the Philippine Securities and Exchange Commission Memorandum Circular No. 4, Series of 2019 (Sustainability Reporting Guidelines for Publicly-

Listed Companies). This report has been prepared in accordance with the GRI Standards: Core option. It has completed the GRI Materiality Disclosure Service which confirms that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The companies included in this report are Belle Corporation, Premium Leisure Corp., Pacific Online Systems Corporation and Tagaytay Highlands.

## Reporting Process

102-46



## List of Membership Associations

- Employers Confederation of the Philippines
- Finance Executives Institute of the Philippines
- Good Governance Advocates and Practitioners of the Philippines
- Institute of Internal Auditors
- Philippine Institute of Certified Public Accountants

## Corporate Information

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To view and/or download a digital copy of the Belle 2019 Sustainability Report, scan this QR using your mobile phone or digital device.

## List of Sustainability and Governance Awards Received

### Belle Corporation

- |      |   |
|------|---|
| 2019 | No. 1 Taxpayer in Real Estate Tax Collection Category   |
| 2017 | Top-performing publicly-listed company in the Philippines under the ASEAN Corporate Governance Scorecard - Institute of Corporate Directors |

### Pacific Online Systems Corporation

- |         |   |
|---------|---|
| 2017    | Top-performing publicly-listed company in the Philippines under the ASEAN Corporate Governance Scorecard - Institute of Corporate Directors |
| 2010-11 | Best Under a \$ Billion – The Regions' Top 200 Small and Mid-size Companies - <i>Forbes Asia</i>  |

### Premium Leisure Corp.

- |      |   |
|------|---|
| 2017 | Top-performing publicly-listed company in the Philippines under the ASEAN Corporate Governance Scorecard - Institute of Corporate Directors |
|------|---|

### Tagaytay Highlands

- |      |   |
|------|---|
| 2018 | Award of Merit - Communication Skills Division Publication Category - Philippine Quill Awards |
| 2017 | Best in Leisure Development in the Philippines - Asia Pacific Property Awards                 |



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