



THE INSTITUTE OF CORPORATE DIRECTORS

presents this

Certificate of Attendance

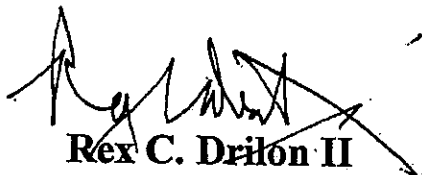
to

Herminio Alcasid, Sr.

PNOC Development & Management Corporation

*for having completed the Orientation Course on
Corporate Governance held on the 3rd day of December
2012 at the Peninsula Manila, corners of Ayala and
Makati Avenues, Makati City, Philippines.*

Given this 3rd day of December 2012.


Rex C. Drilon II
President & CEO

G-12032012-000001



Development Academy of the Philippines

ISO 9001:2008 Certified
CIP/4045/08/06/579

CERTIFICATE OF COMPLETION

is presented to

Pedro A. Aquino Jr.

for having completed the

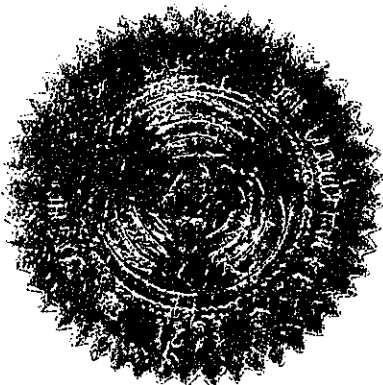
Orientation-Seminar on Public Corporate Governance for BOD/BOT of GOCCs

Module 1: Understanding Fundamentals of Public Corporate Governance

conducted by the Academy's

Center for Governance

held on 27 - 28 May 2014
at Astoria Plaza, Ortigas Center, Pasig City.



ANTONIO D. KALAW, JR., CESO I
President

CMPNI
CFG-14-004



development academy of the philippines

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CERTIFICATE OF COMPLETION

is presented to

Pedro A. Aquino Jr.

for having completed the

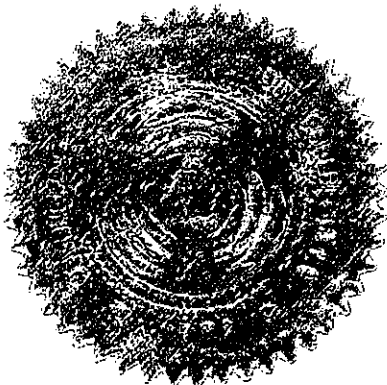
Orientation-Seminar on Public Corporate Governance for BOD/BOT of GOCCs

Module 2: Exercising Fiduciary Functions for Improved Public Corporate Governance

conducted by the Academy's

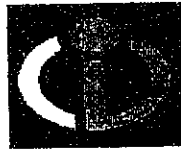
Center for Governance

held on 29 - 30 May 2014
at Astoria Plaza, Ortigas Center, Pasig City.



ANTONIO D. KALAW, JR., CESO I
President

CMPNI
CFG-14-045



THE INSTITUTE OF CORPORATE DIRECTORS

presents this

Certificate of Attendance


to

John Arenas

Philippine National Oil Company

*for having completed the Orientation Course on
Corporate Governance held on December 3 - 4, 2012 at
the Peninsula Manila, corners of Ayala and Makati
Avenues, Makati City, Philippines.*

Given this 4th day of December 2012.


Rex C. Drilon II
President & CEO



development academy of the philippines

ISO 9001:2008 Certified
CIP/4045/08/08/579

CERTIFICATE OF COMPLETION

is presented to

Dante B. Canlas

for having completed the

Orientation-Seminar on Public Corporate Governance for BOD/BOT of GOCCs

Module 1: Understanding Fundamentals of Public Corporate Governance

conducted by the Academy's

Center for Governance

held on 27 - 28 May 2014
at Astoria Plaza, Ortigas Center, Pasig City.

ANTONIO D. KALAW, JR., *CESO I*
President

CMPNI
CFG-14-009



development academy of the philippines

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CIP:404509/06/579

CERTIFICATE OF COMPLETION

is presented to

Dante B. Canlas

for having completed the

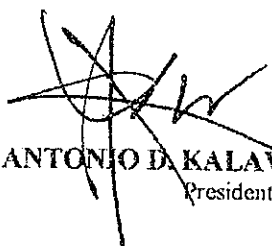
**Orientation-Seminar on
Public Corporate Governance
for BOD/BOT of GOCCs**

**Module 2: Exercising Fiduciary Functions for Improved
Public Corporate Governance**

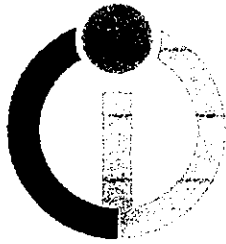
conducted by the Academy's

Center for Governance

held on 29 - 30 May 2014
at Astoria Plaza, Ortigas Center, Pasig City.


ANTONIO D. KALAW, JR., *CESO I*
President

CMPNI
CFG-14-050



Institute of Corporate Directors

presents this

Certificate of Attendance

to

Marvel C. Clavecilla

Philippine National Oil Company

*for having attended the Corporate Governance
Orientation Program for GOCCs held on November 29, 2017
at Discovery Primea, Makati City, Philippines.*

Given this 29th day of November 2017.

Ricardo Nicanor N. Jacinto

Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Attendance

to

Bruce S. Concepcion

Philippine National Oil Company

*for having attended the Corporate Governance
Orientation Program for GOCCs held on December 8, 2016
at the Dusit Thani Manila, Makati City.*

Given this 8th day of December 2016.

Ricardo Nicanor N. Jacinto
Chief Executive Officer



development academy of the philippines

ISO 9001:2015 Certified
CIP/4045/08/06/579

CERTIFICATE OF COMPLETION

is presented to

Reuben S. Lista

for having completed the

Orientation - Seminar on Public Corporate Governance for Board of Directors/Trustees of GOCCs

conducted by the Academy's

Center for Governance

held on 03 - 04 April 2017
at the Marco Polo Hotel, Ortigas Center, Pasig City.



Imelda C. Caluen
IMELDA C. CALUEN
Vice President, CFG

Elbas S. Cruz
DR. ELBAS S. CRUZ
President, DAP

CMPNL
CFG-17-016



Institute of Corporate Directors

presents this

Certificate of Attendance

to

Bob D. Gothong

Philippine National Oil Company

*for having attended the Performance Governance Workshop
held on August 29-30, 2013
at Taal Vista Hotel, Tagaytay City Philippines*

Given this 30th day of August 2013.

Ricardo Nicanor N. Jacinto
Chief Executive Officer



development academy of the philippines

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CERTIFICATE OF COMPLETION

is presented to

Rex V. Tantiongco

for having completed the

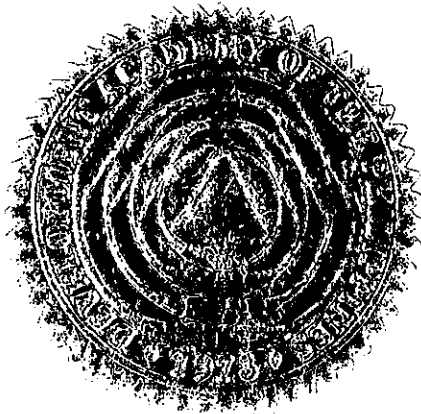
**Orientation - Seminar on Public Corporate Governance
for Board of Directors/Trustees of GOCCs**

conducted by the Academy's

Center for Governance

held on 03 - 04 April 2017

at the Marco Polo Hotel, Ortigas Center, Pasig City.



Imelda Calua
IMELDA C. CALUEN
Vice President, CFG

Elbas Cruz
DR. ELBAS. CRUZ
President, DAP

CMPNL
CFG-17-028