

COVER SHEET

C S 2 0 0 8 1 1 5 3 0

SEC Registration Number

N I C K E L A S I A C O R P O R A T I O N

(Company's Full Name)

**2 8 t h F l o o r N A C T o w e r , 3 2 n d
S t r e e t , B o n i f a c i o G l o b a l
C i t y , T a g u i g C i t y**

(Business Address: No. Street City/Town/Province)

Georgina Carolina Y. Martinez

(Contact Person)

(632) 7798-7622

(Company Telephone

Number)

1 2 3 1

Month Day
(Fiscal Year).

I-ACGR

(Form Type)

0 6

Month

**Every First
Friday**

Day

(Annual Meeting)

Not Applicable

(Secondary License Type, If Applicable)

CGFD

Dept. Requiring this Doc.
Number/Section

Not Applicable

Amended Articles

91

Total No. of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document ID

Cashier

STAMPS

Remarks: Please use BLACK ink for scanning purposes



SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended 2021
2. SEC Identification Number CS200811530 3. BIR Tax Identification No. 007-085-191
4. Exact name of issuer as specified in its charter NICKEL ASIA CORPORATION
5. Republic of the Philippines 6. (SEC Use Only)
Province, Country or other jurisdiction of Industry Classification Code:
incorporation or organization
7. 28th Floor NAC Tower, 32nd Street Bonifacio Global City, Taguig City 1634
Address of principal office Postal Code
8. (632) 7798-7622
Issuer's telephone number, including area code
9. Not applicable
Former name, former address, and former fiscal year, if changed since last report.

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
The Board's Governance Responsibilities			
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.			
Recommendation 1.1			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the following:</i></p> <p>1. <i>Academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors</i></p>	
2. Board has an appropriate mix of competence and expertise.	COMPLIANT		
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	<p>This information is contained in the Information Statements ("IS") and the Management Reports provided by the Company to Shareholders each year. The 2021 IS and 2022 IS can be accessed at:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2</p> <p>Please see also the section of the Company's website on the Board of Directors and Officers</p> <p>https://nickelasia.com/about-us/board-of-directors-and-officers</p>	

2. *Qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance*

Please refer to:

(a) Corporate Governance ("CG") Manual, Art. III(A)(1)
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>

(b) Policy on Board Nomination and Election of Directors, Annex "1" of the CG Manual, at [C](1.2), which can be accessed thru
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>; Page 39 of CG Manual.

(c) Charter of the Nominations Committee
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>; Page 72 of CG Manual.

Recommendation 1.2			
<p>1. Board is composed of a majority of non-executive directors.</p>	<p>COMPLIANT</p>	<p><i>Identify or provide link/reference to a document identifying the directors and the type of their directorships</i></p> <p>A majority of the members of the Board are non-executive directors. The Board is composed of nine (9) members, five (5) of whom are Non-Executive Directors; two (2) are Independent Directors; and two (2) are Executive Directors.</p> <p>The names of the directors and the relevant information including the type of their directorships are on the Company's website:</p> <p>https://www.nickelasia.com/about-us/board-directors-and-officers</p>	
Recommendation 1.3			
<p>1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the company's Board Charter and Manual on Corporate Governance relating to its policy on training of directors.</i></p> <p>Please refer to:</p> <p>(a) CG Manual, Art. III(2) – Policy on Training for Directors https://nickelasia.com/corporate-governance/policies-processes-</p>	

		<p>and-practices; Page 10 of CG Manual</p> <p>(b) Board Charter, Sec. 9 on Orientation and continuing education programs for directors (Annex "4", CG Manual)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 72 of CG Manual</p>	
<p>2. Company has an orientation program for first time directors.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the orientation program and trainings of directors for the previous year, including the number of hours attended and topics covered.</i></p>	<p>The Company utilized Institute of Corporate Directors (ICD), a SEC-accredited provider, to conduct an orientation program for its first-time director Mr. Yusuke Niwa. Mr. Niwa attended ICD's Corporate Governance Orientation Program on December 6 and 7, 2021. A copy of his Certificate of Attendance is attached hereto as Annex 1. A description of the course can be found in this link:</p> <p>The https://www.icd.ph/Courses/CGOP</p>

3. Company has relevant annual continuing training for all directors.	COMPLIANT		Attached as Annexes 2-A to 2-UU are the Certificates of Attendance of the Company's Directors and Officers.
---	------------------	--	--

Recommendation 1.4			
---------------------------	--	--	--

1. Board has a policy on board diversity.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the company's board diversity policy.</i></p> <p>The Company's Board Diversity Policy is contained in:</p> <p>(a) CG Manual, at Article III(A)(3) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 10 of CG Manual</p> <p>(b) Board Charter at Sec. 2.3 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p><i>Indicate gender composition of the board.</i></p> <p>The Company has eight (8) male Directors and one (1) female Director. Under the Company's Board Diversity policy, election shall</p>	
---	------------------	---	--

		be made on the basis of merit but candidates that will bring diversity are to be considered. The present composition is diverse in professional experience, expertise and academic background. The Board continues to search for candidates, including female candidates, whose expertise and experience would be an appropriate fit for the Company.	
Optional: Recommendation 1.4			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.		<p><i>Provide information on or link/reference to a document containing the company's policy and measurable objectives for implementing board diversity.</i></p> <p><i>Provide link or reference to a progress report in achieving its objectives.</i></p>	
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Corporate Secretary, including his/her name, qualifications, duties and functions.</i></p> <p>The Corporate Secretary since 2010 is Atty. Barbara Anne C. Migallos. She is not a member of the Board, and is a separate individual from the Compliance Officer.</p>	
2. Corporate Secretary is a separate individual from the Compliance Officer.	COMPLIANT		
3. Corporate Secretary is not a member of the Board of Directors.	COMPLIANT		

		<p>(a) The qualifications of the Corporate Secretary are contained in the Information Statements and the 17-A Reports, which can be accessed at https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 18, 21 and 160 (page 60 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 20 (page 59 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>(b) The duties and functions of the Corporate Secretary are defined in the CG Manual, III(A)(4.2) and in the Board Charter, Sec. 7</p> <p>CG Manual: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 11 of CG Manual</p>	
--	--	--	--

		<p>Board Charter: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 62 of CG Manual</p>	
4. Corporate Secretary attends training/s on corporate governance.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered</i></p> <p>Information on the training attended by the Corporate Secretary is contained in Annexes 2-GG to 2-II.</p>	
Optional: Recommendation 1.5			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	COMPLIANT	<p><i>Provide proof that corporate secretary distributed board meeting materials at least five business days before scheduled meeting</i></p> <p>In 2021, Materials for the scheduled meetings of the Board were sent by email at least five (5) business days before the scheduled meetings:</p> <ol style="list-style-type: none"> 1. For the March 11, 2021 meeting, the materials were sent on March 4, 2021 	

		<p>2. For the May 6, 2021 meeting, the materials were sent on April 29, 2021</p> <p>3. For the August 5, 2021 meeting, the materials were sent on July 27, 2022</p> <p>4. For the November 4, 2021 meeting, the materials were sent on October 28, 2021</p>	
Recommendation 1.6			
1. Board is assisted by a Compliance Officer.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Compliance Officer, including his/her name, position, qualifications, duties and functions.</i></p> <p>The Compliance Officer is Atty. Georgina Carolina Y. Martinez, Senior Vice President for Compliance and Corporate Services and Assistant Corporate Secretary. She is not a member of the Board, and is a separate individual from the Corporate Secretary.</p> <p>(a) The qualifications of the Compliance Officer are in the Information Statement and the 17-A Reports of the Company for 2021 and 2022: https://nickelasia.com/investor-relations/company-</p>	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	COMPLIANT		
3. Compliance Officer is not a member of the board.	COMPLIANT		

		<p>disclosures#panel2; Definitive Information Statement for 2021, pages 14, 17, and 164.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 15 (page 36 of Management Report and page 56 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>(b) The duties and functions of the Compliance Officer are detailed in the CG Manual, III(A)(5.2) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual</p>	
<p>4. Compliance Officer attends training/s on corporate governance.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered</i></p> <p>The Compliance Officer attended the Company's Annual Corporate Governance Seminar held on</p>	

		<p>September 29, 2021. Please see Annex 2-J.</p> <p>The Compliance Officer also attended a training course on Governance, Risk and Compliance for Compliance Officers conducted by the International Compliance Training Academy on 20 to 22 November 2018. She is also an associate member of the International Compliance Association (ICA). The ICA provides on-line trainings for its members through its International Compliance Training Academy.</p>	
--	--	---	--

Principle 2: The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the company's articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders.

Recommendation 2.1

<p>1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on how the directors performed their duties (can include board resolutions, minutes of meeting)</i></p> <p>The Board complies with its fiduciary duties, responsibilities and accountabilities, which are contained in: (a) CG Manual, at Art. III(B)(1)(2) https://nickelasia.com/corporate-governance/policies-processes-</p>	
---	-------------------------	---	--

		<p>and-practices; Page 13 of CG Manual</p> <p>(b) Board Charter, at Sec, 4 to 4.4 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p>Directors diligently attend Board and Committee meetings, participate in deliberations and seek clarification when needed, as reflected in the minutes of meetings.</p> <p>Shareholders have the right to inspect corporate records including minutes of board meetings in accordance with Section 73 of the Revised Corporation Code. Deliberations and decisions of the Board are reflected in the Minutes.</p>	
Recommendation 2.2			
1. Board oversees the development, review and approval of the company's business objectives and strategy.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on how the directors performed this function (can include board resolutions, minutes of meeting)</i></p> <p><i>Indicate frequency of review of business objectives and strategy</i></p> <p>The review of business objectives and strategies is integrated into the</p>	
<ul style="list-style-type: none"> Board oversees and monitors the implementation of the company's business objectives and strategy. 	COMPLIANT		

	<p>budget process. The budget is formally approved by the Board at the November board meeting each year, and is based on the outlook for the coming year, the business objectives and strategies. Comprehensive reports on the market, financial performance, operations, safety and environment are presented.</p> <p>The Board oversees and monitors the implementation of the Company's business objectives and strategies in the course of quarterly meetings to review the financial and operations results.</p> <p>These deliberations are reflected in the Minutes of the meetings. Shareholders have the right to inspect corporate records including minutes of board meetings in accordance with Section 73 of the Revised Corporation Code. Information on the frequency of meetings and attendance of the Directors may be accessed at: https://nickelasia.com/corporate-governance</p> <p>In 2021, the Company held a strategic planning session where the heads of the different business functions of the Company brainstormed and worked together</p>	
--	---	--

	<p>to define the plans and strategies of the Company for the next few years. The strategies resulting from this activity were presented to the Board and served as basis for the budget presented to and approved by the Board of Directors on November 4, 2021.</p> <p>The Company adopted a new Vision which was approved by the Board of Directors on November 4, 2022.</p> <p>Below is the new Vision, or OneNAC Vision, of the Company:</p> <p>"We strive to contribute to sustainable national development by adopting our ESG Roadmap in order to achieve the highest standards in the responsible utilization of our country's natural resources."</p> <p>The Company's Environmental, Social, and Governance (ESG) Roadmap embraces the three pillars of the global effort to achieve sustainability, and impacts everything that the Company does. Under the Environment pillar, the Company is committed to achieve carbon sink status, contribute positively to biodiversity and attain net positive water impact in its operations. For the Social pillar, the Company puts a premium on the good health and</p>	
--	---	--

		<p>well-being of its employees, equal opportunity at all levels and across all backgrounds, and fostering sustainable communities. For the Governance pillar, it practices inclusive leadership and management, a strong organizational culture, and a robust and comprehensive risk management system.</p> <p>Inspired by its ESG Roadmap, the Company Vision is anchored on three focus areas: Results, Resources and Relationships. For Result (Profit), the Company aims to deliver on its promises to its shareholders through efficiency and effectiveness. For Resources (People and Product), the Company will manage its resource utilization while exploring to expand its business, relying on its people who always strive to be the best in class. For Relationships (Process and Planet), it will work seamlessly as a company as It maintains a healthy collaborative partnership with its stakeholders to protect the Company's social license to operate.</p>	
--	--	--	--

Supplement to Recommendation 2.2

<p>1. Board has a clearly defined and updated vision, mission and core values.</p>	<p>COMPLIANT</p>	<p><i>Indicate or provide link/reference to a document containing the company's vision, mission and core values.</i></p>	
--	-------------------------	--	--

		<p>The Company's Vision, Mission, and Core Values may be accessed at https://www.nickelasia.com/about-us/mission-vision-and-core-values</p> <p>The Company's Mission and Core Values were last reviewed and revised on 3 May 2018 and are uploaded on the Company's website.</p> <p>On 4, November 2021, the Company adopted a new Vision, which reads:</p> <p>"We strive to contribute to sustainable national development by adopting our ESG Roadmap in order to achieve the highest standards in the responsible utilization of our country's natural resources."</p>	
<p>2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.</p>	<p>COMPLIANT</p>	<p>Provide information on or link/reference to a document containing information on the strategy execution process.</p> <p>In order to measure and monitor the effectiveness of the Company's business objectives and strategy for each year, the Company holds regular monthly operations meetings and financial reviews with each of its subsidiaries. The operations meetings are intended to monitor the operations, production safety,</p>	

		<p>environment and regulatory compliance of each subsidiary as against the annual business objectives. The finance review tracks the financial performance of each subsidiary compared to the business objectives for the year. Results of these operations meetings and financial reviews are reported to the Board. The Certification signed by the VP-Mine Strategic Planning and Officer-in-Charge, VP-Revenue Generation on the operations meetings held in 2021 is attached to this Report as Annex 3.</p> <p>Please refer to the Memorandum issued by the President and CEO dated 21 May 2018, attached to this Report as Annex 4.</p> <p>The Company's Management Committee composed of the President and CEO and business function heads also holds regular monthly meetings to discuss the business activities, initiatives, updates, and concerns regarding the Company and its subsidiaries and affiliates.</p>	
--	--	---	--

Recommendation 2.3			
---------------------------	--	--	--

<p>1. Board is headed by a competent and qualified Chairperson.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on the Chairperson, including his/her name and qualifications</i></p>	
---	-------------------------	---	--

		<p>The Chairman is Mr. Gerard H. Brimo. His qualifications, academic background and work experience are available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also Information Statement that is made available to shareholders every year. The Information Statement for the 2021 and 2022 Annual General Meeting of the Stockholders can be accessed through these links:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, pages 6 and 8.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, page 8 (page 35 of Management Report and page 51 of SEC Form 17-A attached to the Definitive Information Statement)</p>	
--	--	---	--

Recommendation 2.4			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	COMPLIANT	<i>Disclose and provide information or link/reference to a document containing information on the company's succession planning policies and programs and its implementation</i>	
2. Board adopts a policy on the retirement for directors and key officers.	COMPLIANT	<p>(a) Article III (B) of the Company's CG Manual provides that "shall adopt an effective succession planning program for Executive Directors, key Officers and Management" and that the Board "shall adopt a policy on retirement age for Executive Directors and Officers as part of Management succession and to promote dynamism in the Company". Available at https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 14 of CG Manual</p> <p>(b) Sec. 4 (b), Board Charter https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p>The Company has, as part of its succession planning, implemented</p>	

		<p>its in-house Management Development Program where talents within the Company are identified and provided with the necessary training to enable them to assume key positions in the organization.</p> <p>As part of succession planning, the Company conducts training and gap analysis to improve its manpower development program, with the objective of enhancing the leadership qualities and soft skills of its employees to ensure the availability of talent within the organization that can step up and perform key functions at any time. At the mine sites, there will be employees such as middle managers who will be trained to perform various functions on rotation to build all-around skills, enhance familiarity and competency with the various functions of the organization as part of their development as future leaders of the organization.</p> <p>The Company also has a Managers Development Program and Supervisors Development Program in place to ensure the development of its managers and supervisors and prepare them for leadership roles within the organization. In 2021, the</p>	
--	--	---	--

		<p>Company conducted four batches of trainings under the MDP, with a total of 140 participants from the Company and its subsidiaries. It also conducted four batches of trainings under the MDP with a total of 275 participants from the Company and its subsidiaries.</p> <p>The Company also continues to liaise with the best tertiary schools in the country to scout for potential employees. Aside from providing scholarships to qualified students within their host communities, the Company's subsidiaries also collaborate with leading tertiary schools for the educational needs of its employees. The Company's subsidiaries Cagdianao Mining Corporation (CMC) and Taganito Mining Corporation (TMC) have collaborated with St. Paul University Surigao (SPUS) to offer a mining engineering course that combines online learning sessions and onsite training within the Cagdianao mine site in Dinagat Islands and Taganito mine site in Claver, Surigao del Norte. This will allow CMC and TMC employees to pursue a mining engineering course while working. The partnerships of CMC and TMC with SPUS also aim to develop, empower and produce more technical professionals and foster</p>	
--	--	---	--

		responsible mining in their respective areas.	
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.		<p><i>Provide information on or link/reference to a document containing information on the company's remuneration policy and its implementation, including the relationship between remuneration and performance.</i></p> <p>Section 4 (4.3)(d) of the Board Charter provides that it is the specific duty of the Board to "<i>align as practicable the remuneration of key Officers and of Directors with the long-term interests of the Company and oversee Management's adoption of compensation plans and professional development programs for Officers and succession planning for senior Management</i>"</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 58 of CG Manual</p> <p>For guidance in respect of remuneration, in 2017, the Company participated in the compensation survey for energy and natural resources industry to benchmark on compensation conducted by Willis, Towers, Watson Data Services, a</p>	

	<p>global advisory, broking and solutions company that provides services in, among other areas, benefits delivery and administration, corporate risk and broking. The Company is conducting its own studies on regional compensation trends to upgrade and align its current salary structures and systems.</p> <p>Consistent with the alignment of the remuneration of key officers, including officers of operating subsidiaries, and board members with long-term interests of the Company, the Company adopted a Stock Option Plan for Directors and Officers, including Operating Subsidiaries in 2014. The Plan was approved by the shareholders and by the SEC.</p> <p>In April 2018, the Board approved the adoption of a new stock option plan, which was approved at the Annual Stockholders' Meeting held on 28 May 2018.</p> <p>http://edge.pse.com.ph/openDiscViewer.do?edge_no=d7ca1f8907771d1a43ca035510b6ec2b#sthash.frM8CVvE.dpbs</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive</p>	
--	--	--

		<p>Information Statement for 2018, page 32.</p> <p>In October 2018, the stockholders of the Company approved a 80% stock dividend for all stockholders of record as of 23 October 2018 and corresponding adjustments to the grants under the 2014 and 2018 Stock Option Plans in relation to the 80% stock dividend declaration at the Special Stockholders' Meeting held on 09 October 2018.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel7; NAC_17C_SSM_Results_09Oct2018</p> <p>On 17 July 2020, the stockholders of the Company approved the reservation of 96,023,208 further additional common shares for the 2018 Stock Option Plan: https://nickelasia.com/investor-relations/company-disclosures#panel12; Results of Annual Stockholders' Meeting</p>	
<p>(a) Board adopts a policy specifying the relationship between remuneration and performance.</p>	<p>COMPLIANT</p>	<p>Article III (B) of the Company's CG Manual provides that the Board shall adopt a "policy specifying the relationship between remuneration and performance", and that "no Director should participate in deliberations involving his own remuneration"</p>	

		https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 14 of CG Manual	
(b) Directors do not participate in discussions or deliberations involving his/her own remuneration.	COMPLIANT	Directors do not participate in discussions or deliberations involving his own remuneration. Please see Corporate Secretary's Certificate, attached to this Report as Annex 5 .	
Optional: Recommendation 2.5			
1. Board approves the remuneration of senior executives.	COMPLIANT	<i>Provide proof of board approval</i> The Corporate Governance Committee of the Board, acting as the Compensation Committee, approves the remuneration of senior officers. Please see Secretary' Certificate attached to this Report as Annex 5 .	
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.	COMPLIANT	<i>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.</i> The Stock Option Plan is deemed a measurable standard to align performance-based remuneration	

		<p>with the Company's long-term interest.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2018, page 32.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, page 28.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 27 to 28.</p>	
Recommendation 2.6			
<p>1. Board has a formal and transparent board nomination and election policy.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on the company's nomination and election policy and process and its implementation, including the criteria used in selecting new directors, how the shortlisted candidates and how it encourages nominations from shareholders.</i></p> <p>(a) The Company has a Policy on the Nomination and Election of</p>	

		<p>Directors which contains the process for the nomination of directors</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, page 12</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 11 to 12</p> <p>(b) Please see also CG Manual which contains the Company's Nomination and Election Policy https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p>	
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.	COMPLIANT	CG Manual at Article III(B)(6) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 39 of CG Manual	
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.	COMPLIANT	<i>Provide proof if minority shareholders have a right to nominate candidates to the board</i>	

		<p>Section (B)(2) of the Company's Policy on Nomination and Election of Directors recognizes the right of minority shareholders to nominate directors and outlines how shareholders can effectively exercise the right to nominate.</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p>	
4. Board nomination and election policy includes how the board shortlists candidates.	COMPLIANT	<p><i>Provide information if there was an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.</i></p>	
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	<p>Process for the shortlisting of candidates (preparation of Final List of Candidates) is stated in the Policy on Nomination and Election of Directors at Section (B) and (C)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p> <p>The Board's performance assessment includes the assessment of the performance of the Board and Board Committees, including the Nominations Committee, which</p>	

		oversees the process for the nomination and election of directors CG Charter, Art. III(F) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 26 of CG Manual	
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	COMPLIANT	Please refer to Policy on Nomination and Election of Directors at (B) to (D) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 26 of CG Manual	
Optional: Recommendation to 2.6			
1. 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.	COMPLIANT	<i>Identify the professional search firm used or other external sources of candidates</i> The Nominations Committee has discretion and authority to use search firms or external sources as practicable in searching for Board candidates. See Section (C)(2.2) of Company's Policy on Nomination and Election of Directors https://nickelasia.com/corporate-governance/policies-processes-	

		<p>and-practices; Page 40 of CG Manual</p> <p>Sources used in the nomination and selection process include available information on the internet.</p> <p>There has been no occasion when the Committee believed that the engagement of a professional search firm was called for under the circumstances.</p>	
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	COMPLIANT	<p><i>Provide information on or reference to a document containing the company's policy on related party transaction, including policy on review and approval of significant RPTs</i></p>	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	COMPLIANT	<p>The Company's policy on related party transactions, including the definition of RPTs and the review and approval process are contained in:</p> <p>(a) CG Manual, Art. III(B), Sec. 7 to 7.2 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 14 of CG Manual</p>	
3. RPT policy encompasses all entities within the group, taking into account their size,	COMPLIANT	<p>and-practices; Page 14 of CG Manual</p>	

<p>structure, risk profile and complexity of operations.</p>		<p>(b) Revised Policy and System on Related Party Transactions approved by the Board of Directors on 06 August 2019, which defines RPTs and provides for the review and approval process: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy</p> <p>(c) Charter of the RPT Committee https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 90 of CG Manual.</p> <p><i>Identify transactions that were approved pursuant to the policy.</i></p> <p>Related Party transactions that are continuing from previous years are disclosed in the Company's Audited Financial Statements, including corresponding assets and liabilities arising from such transactions. The transactions are described and also presented in tabular form. Please see Note 34 of the Company's audited financial statements as of 31 December 2021, on Related Party Transactions with comparative figures for 2019, 2020 and 2021, at pages 73-79 thereof.</p>	
--	--	--	--

		<p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Annual Report 2021, pages 73 to 79.</p> <p>Related Party Transactions are also disclosed in the Information Statement distributed to the shareholders each year</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, pages 21 to 25.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 20 to 25.</p>	
--	--	---	--

Supplement to Recommendations 2.7

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on a materiality threshold for RPT disclosure and approval, if any.</i></p> <p>The Revised Policy and System on Related Party Transactions that took effect on 06 August 2019 defines Material RPTs as those involving an aggregate amount or value equal or greater than the Materiality Threshold, or ten percent (10%) of a Covered Entity's total assets based on its latest audited financial statement. If the Reporting Entity is</p>	
--	-------------------------	--	--

		<p>the Company, the total assets shall pertain to its total consolidated assets(Art. III, Secs 8 and 9.)</p> <p>Significant RPTs are defined as transactions with a Related Party which involve an aggregate amount or value equal to or greater than Fifty Million Pesos (Php50,000,000.00) over a twelve (12) month calendar year period or such amount as may be recommended by the RPT Committee and approved by the Board of Directors of the Company (Art. III, Sec. 13).</p> <p><i>Provide information on RPT categories:</i></p> <p>The Revised Policy and System Governing Related Party Transactions that took effect on 06 August 2019 categorizes RPTs into Material RPTs, Significant RPTs, and RPTs that are neither considered as Material RPTs or Significant RPTs: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy, pages 3 to 4.</p>	
<p>2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information on voting system, if any.</i></p>	<p>In view of a number of factors, among them that no one shareholder has majority control of the Company and no majority control of the Board; that "non-related party shareholders" will change</p>

			<p>depending on the transaction; and the proxy process; a voting system as called for in this item has not been established.</p> <p>The distribution of shares among a number of shareholders, none of whom holds a majority of the Company's outstanding capital, is a positive factor in achieving the objective of assuring that related party transactions are at arms' length, at market prices, and under fair and reasonable terms and conditions.</p>
Recommendation 2.8			
<p>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).</p>	COMPLIANT	<p><i>Provide information on or reference to a document containing the Board's policy and responsibility for approving the selection of management.</i></p> <p>The Company's Board of Directors selects and elects the officers of the Company, including its CEO and other senior officers, as provided under Sec. 25 of the Revised Corporation Code. The Chief Risk Officer, the Chief Compliance Officer and the Chief Audit Executive are likewise selected and appointed by the Board. The Nominations Committee considers the candidates for officers and makes recommendations to the Board.</p> <p>Please see:</p>	

		<p>a) CG Manual, Article III (B)(8) on "Management Team and control functions; selection and assessment" which states that the Board shall be primarily responsible for approving the selection and assessment of the Management led by the Chief Executive Officer (CEO), and the control functions led by their respective heads (Chief Risk Officer, Chief Compliance Officer, and Chief Audit Executive)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel12 Results of Organizational Board Meeting 04 June 2021</p> <p>(b) Disclosure to the PSE of the results of the Organizational Meeting of the Board, during which the Board elects Management/officers of the Company</p> <p>Results of Organizational Meeting of the Board on 04 June 2021:</p>	
--	--	---	--

https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9

Organizational Changes effective 10 March 2022:

https://edge.pse.com.ph/openDiscViewer.do?edge_no=f89093f8d2230ee53470cea4b051ca8f

(c) Disclosure to PSE of Board approval of Chief Risk Officer (CRO), Chief Compliance Officer (CCO) and Chief Audit Executive (CAE) (May 2017)

http://edge.pse.com.ph/openDiscViewer.do?edge_no=ce25d291d33cb05e3318251c9257320d#sthas.h.v5TdGcm6.dpbs

Identify the Management team appointed

a) The names and positions of the Officers of the Company and its Operating Subsidiaries may be accessed at <https://www.nickelasia.com/about-us/board-directors-and-officers>

		<p>b) Disclosure to the PSE of the results of the Organizational Meeting of the Board</p> <p>Results of Organizational Meeting of the Board on 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p> <p>Organizational Changes effective 10 March 2022: https://edge.pse.com.ph/openDiscViewer.do?edge_no=f89093f8d2230ee53470cea4b051ca8f</p>	
<p>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).</p>	<p>COMPLIANT</p>	<p>Provide information on or reference to a document containing the Board's policy and responsibility for assessing the performance of management.</p> <p>Please see Article III (B)(8.2) of the CG Manual: "Management Team and control functions; selection and assessment" https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p>	

		<p>Provide information on the assessment process and indicate frequency of assessment of performance.</p> <p>The Board assesses the performance of the CEO and the heads of the other control functions on an annual basis.</p>	
Recommendation 2.9			
1. 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.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing the Board's performance management framework for management and personnel.</i></p> <p>Please see the Company's CG Manual: The Board shall establish an effective performance management framework that will ensure that performance of management is at par with standards set by the Board and Senior Management. See Art. III (B)(9), https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p>	
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.	COMPLIANT	<p>Please see performance evaluation forms for personnel, attached as Annex 6 of this Report</p>	
Recommendation 2.10			

1. Board oversees that an appropriate internal control system is in place.	COMPLIANT	<i>Provide information on or link/reference to a document showing the Board's responsibility for overseeing that an appropriate internal control system is in place and what is included in the internal control system</i>	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	COMPLIANT	Internal Control System – please see Art. III(B)(10) to (10.2), CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 15 of CG Manual	
3. Board approves the Internal Audit Charter.	COMPLIANT	<i>Provide reference or link to the company's Internal Audit Charter</i> https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 51 of CG Manual	
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	<i>Provide information on or link/reference to a document showing the Board's oversight responsibility on the establishment of a sound enterprise risk management</i>	

<p>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.</p>	<p>COMPLIANT</p>	<p><i>framework and how the board was guided by the framework.</i></p> <p>Please see:</p> <p>(a) CG Manual, providing for the Board's oversight responsibility for Enterprise Risk Management, Art. III(B)(11) of the CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 16 of CG Manual</p> <p>(b) Charter of the Board Risk Oversight Committee https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p> <p>Following the development by the Company of its risk monitoring and reporting templates and cascading its Enterprise Risk Management (ERM) Program to the operating companies ("OPCOs") in 2018, the Company and its OPCOs continued their implementation of the ERM Program in succeeding years. As a result, continued to lower the risk levels of several business risks. Among the activities undertaken by the Company and its OPCOs in 2021 was the enhancement of their IT infrastructure to ensure the</p>	
---	-------------------------	--	--

		<p>availability of communications during natural disasters and times of crises, by supplementing their existing infrastructure with VSATs and military-grade radio communications. The Company is also updating its ERM Manual to address the risks that may affect its operations.</p> <p>Corporate Secretary's Certification, Annex 5 of this Report</p> <p><i>Provide proof of effectiveness of risk management strategies, if any.</i></p> <p>There are numerous examples of the effectiveness of risk management strategies. One such example is how the Company and its OPCOs handled the challenges brought about by the Covid-19 pandemic. Although work in the Company's offices and in the mines were affected by the pandemic, the Company and its OPCOs managed to continue their operations while following government and company health and safety protocols. The Company and its OPCOs adopted flexible work arrangements where required to enable employees to continue working from their homes. They also used various means of remote communication to ensure continuity of work while ensuring the</p>	
--	--	--	--

		<p>health and safety of all employees at home or in the workplace. Further, although there were some cases of employees becoming infected with the Covid-19 virus, the timely and adequate response of the Company and its OPCOs thereto enabled all patients to recover. Further, the protocols and response mechanisms adopted by the companies enabled them to stem local transmission of the virus.</p> <p>The Company continues to adopt these health and safety protocols to ensure that employees and other stakeholders remain safe.</p>	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	COMPLIANT	<p><i>Provide link to the company's website where the Board Charter is disclosed.</i></p> <p>The Board Charter may be accessed at: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p>	
2. Board Charter serves as a guide to the directors in the performance of their functions.	COMPLIANT		
3. Board Charter is publicly available and posted on the company's website.	COMPLIANT		

Additional Recommendation to Principle 2

<p>1. Board has a clear insider trading policy.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document showing company's insider trading policy.</i></p> <p>The Company's insider trading policy is contained in:</p> <p>(a) Policy on Insider Trading, Code on Business Ethics at Part V (Standards of Business Conduct and Ethics) in particular at Part (V)(G) prohibiting insider trading.</p> <p>(b) Insider Trading Policy, Annex "B" of the Code on Business Ethics, which contains the specific policies and rules against insider trading The Code on Business Ethics and Conduct and its attachments, including Annex "B" on Insider Trading, can be accessed at https://nickelasia.com/corporate-governance/policies-processes-and-practices; Insider Trading Policy</p>	
---	-------------------------	--	--

Optional: Principle 2

<p>1. Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document showing company's policy on granting loans to directors, if any.</i></p>	
---	-------------------------	---	--

conducted at arm's length basis and at market rates.		The Company does NOT grant loans to directors. There has been NO instance when the Company ever granted a loan to a director.	
2. Company discloses the types of decision requiring board of directors' approval.	COMPLIANT	<p><i>Indicate the types of decision requiring board of directors' approval and where there are disclosed.</i></p> <p>With respect to related party transactions (each, a "RPT"), The Revised Policy and Practice Governing Related Party Transactions ("RPT Policy") of the Company specifies what types of related party transactions require Board approval, or RPT Committee approval.</p> <p>The Company's RPT Policy is found on the Company's website: https://nickelasia.com/corporate-governance/policies-processes-and-practices</p>	<p>With respect to other decisions requiring Board approval, the Company need not disclose the types of decision requiring board approval as the Board is ultimately responsible for corporate actions. Hence, this is not necessary.</p> <p>The Board is responsible for the business of the Company consistent with the Corporation Code and relevant corporate law principles. Certain authorities are delegated to Management/officers but such delegation and the acts taken pursuant thereto are always subject to review as deemed appropriate by the Board consistent with its fiduciary duties.</p>

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

Recommendation 3.1

1. Board establishes board committees that focus on specific board functions to aid in	COMPLIANT	<i>Provide information or link/reference to a document containing</i>	
--	------------------	---	--

<p>the optimal performance of its roles and responsibilities.</p>		<p><i>information on all the board committees established by the company.</i></p> <p>The Board Committees and their respective functions, duties and responsibilities can be accessed through https://www.nickelasia.com/corporate-governance/governance-structure</p> <p>Information on the Board Committees and their respective memberships are also uploaded on PSE Edge.</p> <p>Committee Memberships as of 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>	
Recommendation 3.2			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Audit Committee, including its functions.</i></p> <p>a) CG Manual, Art. III(C)(2)(2.1 – 2.5) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 17 of CG Manual</p>	

		<p>Audit Committee Charter https://www.nickelasia.com/corporate-governance/governance-structure</p> <p><i>Indicate if it is the Audit Committee's responsibility to recommend the appointment and removal of the company's external auditor.</i></p> <p>b) Article (IV) (4.2) of the Audit Committee Charter: The Audit Committee shall recommend to the Board the appointment, reappointment, removal and fees of the External Auditor, duly accredited by the Commission, who undertakes an independent audit of the Company, and provides an objective assurance on the manner by which the financial statements should be prepared and presented to the stockholders. https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 65 of CG Manual</p>	
<p>2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the members of the Audit Committee, including their qualifications and type of directorship.</i></p> <p>The Members of the Audit Committee are:</p>	

		<p>a) Jaime J. Bautista, Independent Director, Chairman;</p> <p>b) Angelo Raymundo Q. Valencia, Independent Director;</p> <p>c) Masahiro Kamiya, Non-Executive Director.</p> <p>Composition from 04 June 2021 to present:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>	
<p>3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the background, knowledge, skills, and/or experience of the members of the Audit Committee.</i></p> <p>Relevant background, knowledge, skills, and/or experience of the members of the Audit Committee is contained in the Information Statement of the Company and in the 17-A Report</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 11 to 12</p>	

		<p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 9 to 11</p> <p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Year 2021 Annual Report, pages 52-53</p>	
<p>4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Audit Committee</i></p> <p>The Chairman of the Audit Committee is Jaime J. Bautista, Independent Director. His background, knowledge, skills, and/or experience are in the Information Statement and the 17-A Reports</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: page 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive</p>	

		<p>Information Statement for 2022: page 9</p> <p>https://nickelasia.com/corporate-governance</p> <p>See also: https://www.nickelasia.com/about-us/board-directors-and-officers</p>	
Supplement to Recommendation 3.2			
<p>1. Audit Committee approves all non-audit services conducted by the external auditor.</p>	<p>COMPLIANT</p>	<p><i>Provide proof that the Audit Committee approved all non-audit services conducted by the external auditor.</i></p> <p>(a)CG Manual at Art. III(C)(2.3)(g): The Audit Committee shall evaluate and determine the non-audit work, if any, of the External Auditor and periodically review the non-audit fees paid to the External Auditor in relation to total fees paid to the External Auditor and to the Company's overall consultancy expenses. The Committee should disallow any non-audit work that will conflict with duties as External Auditor</p> <p>https://nickelasia.com/corporate-governance/policies-processes-</p>	

		<p>and-practices; Page 18 of CG Manual</p> <p>(b) Report of the Audit Committee to the Board</p> <p>A copy of the Report of the Audit Committee to the Board dated March 9, 2022 is attached to this Report as Annex 7.</p>	
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	COMPLIANT	<p><i>Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from management present.</i></p> <p>(a) Please refer to Report of the Audit Committee to the Board (Annex 7 of this Report)</p> <p>(b) See also Corporate Secretary's Certificate, Annex 5 of this Report</p>	
Optional: Recommendation 3.2			
1. Audit Committee meet at least four times during the year.	COMPLIANT	<p><i>Indicate the number of Audit Committee meetings during the year and provide proof</i></p>	

		The Audit Committee met four (4) times in 2021, on: 10 March 2021, 5 May 2021, 5 August 2021, and 4 November 2021.	
2. Audit Committee approves the appointment and removal of the internal auditor.	COMPLIANT	<p><i>Provide proof that the Audit Committee approved the appointment and removal of the internal auditor.</i></p> <p>(a) Charter of the Audit Committee at Article (IV) (4.1) to (4.5) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 65 of CG Manual</p> <p>(b) Corporate Secretary's Certificate, Annex 5 of this Report.</p>	
Recommendation 3.3			
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	COMPLIANT	<p><i>Provide information or reference to a document containing information on the Corporate Governance Committee, including its functions</i></p> <p>Please see:</p> <p>(a) CG Manual, Art. III (C)(4) which provides for the functions, duties and responsibilities of the CG Committee</p>	

		<p>https://www.nickelasia.com/corporate-governance/governance-structure</p> <p>(b) Charter of the CG Committee</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 77 of CG Manual</p> <p><i>Indicate if the Committee undertook the process of identifying the quality of directors aligned with the company's strategic direction, if applicable.</i></p> <p>The Nominations Committee, which is separate from the CG Committee, considered the quality of directors aligned with the Company's strategic direction. The Board believes that all directors are aligned with the Company's strategic direction. For the Company's Vision and Mission, please refer to https://www.nickelasia.com/about-us/mission-vision-and-core-values</p>	
<p>2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the members of the Corporate Governance Committee, including their qualifications and type of directorship.</i></p> <p>The Corporate Governance Committee is composed of the</p>	<p>Although not all of the members of the Corporate Governance Committee are independent directors, its members include two Non-Executive Directors, one of whom is an Independent Director. Thus, the corporate governance objective that there be a sufficient number of directors who exercise independent judgment is substantially achieved.</p>

		<p>Chairman, one independent director and one non-executive director. The composition of the Corporate Governance Committee is available on PSE Edge:</p> <p>Composition as of 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p> <p>The qualifications and type of directorship of the members of the CG Committee are shown in: https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 9 and 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 9, and pages 33 to 34 of the Management Report attached to the Definitive Information Statement</p> <p>https://nickelasia.com/corporate-governance</p>	
--	--	---	--

<p>3. Chairman of the Corporate Governance Committee is an independent director.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Corporate Governance Committee.</i></p> <p>The Chairman of the Corporate Governance Committee is Gerard H. Brimo. https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>https://nickelasia.com/corporate-governance</p> <p>Information about Mr. Brimo is also contained in the Company's Information Statement: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 8 to 9 https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: page 8</p>	<p>At present the Company has only two (2) independent directors, one of whom is the Chairman of the Audit Committee and the other is the Chairman of the Board Risk Oversight Committee.</p> <p>In view of the SEC recommendation that a director should be the chairman of only one committee, the Board designated the Chairman to head the CG Committee.</p> <p>Also, as mentioned above, even though not all of the members of the CG Committee are independent directors, its members include two Non-Executive Directors, one of whom is an Independent Director. Thus, the corporate governance objective that there be a sufficient number of directors who exercise independent judgment is substantially achieved.</p>
<p>Optional: Recommendation 3.3.</p>			
<p>1. Corporate Governance Committee meet at least twice during the year.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of Corporate Governance Committee meetings held during the year and provide proof thereof.</i></p>	

		<p>Corporate Governance Committee meetings in 2021:</p> <p>a) 25 May 2021, b) 7 September 2021, and c) 25 November 2021</p> <p>Please refer to the Certification executed by the Corporate Secretary, Annex 5 of this Report.</p>	
Recommendation 3.4			
<p>1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions</i></p> <p>(a) Corporate Governance Manual, Art. III(C)(5 to 5.3, inclusive) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 20 of CG Manual</p> <p>(b) Charter of the BROC https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p>	
<p>2. BROC is composed of at least three members, the majority of whom should be</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the</i></p>	

<p>independent directors, including the Chairman.</p>		<p><i>BROC, including their qualifications and type of directorship</i></p> <p>The Board Risk Oversight Committee is composed of Atty. Angelo Raymundo Q. Valencia (Independent Director) as Chairman, and Mr. Jaime J. Bautista (Independent Director) and Mr. Martin Antonio G. Zamora as members.</p> <p>Information regarding the type of directorship and the qualifications of the members of the BROC is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>The qualifications of each of the members of the Board, including members of BROC, are contained in the Information Statements for 2021 and 2022</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 10</p>	
---	--	---	--

<p>3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the BROC</i></p> <p>The Chairman of the BROC is an Independent Director and is not the Chairman of the Board or of any other committee.</p> <p>Information about Independent Director Angelo Raymundo Q. Valencia, BROC Chairman, is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: page 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: page 10</p>	
<p>4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the background, skills, and/or experience of the members of the BROC.</i></p>	

		<p>Information about the background, skills and experience of the members of the BROCC is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also 2021 and 2022 Information Statements:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 10</p>	
Recommendation 3.5			
<p>1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.</i></p> <p>a) CG Manual, Art. III(B)(6; 6.1[a] to 6.1[f]), inclusive, on RPTs https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 22 of CG Manual</p> <p>b) Charter of the RPT Committee</p>	

		https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 89 of CG Manual	
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	NOT COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the RPT Committee, including their qualifications and type of directorship.</i></p> <p>The RPT Committee is composed of one (1) Non-Executive Director and two (2) Independent Directors. The Chairman of the Committee is a Non-Executive Director</p> <ol style="list-style-type: none"> 1) Masahiro Kamiya, Non-Executive Director, Chairman 2) Jaime J. Bautista, Independent Director 3) Angelo Raymundo Q. Valencia, Independent Director. <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 12</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 9 to 11</p>	<p>The RPT Committee is composed of three Non-Executive Directors, two of whom are Independent Directors. The Chairman of the RPT Committee is a Non-Executive Director.</p> <p>The Company has two (2) independent directors at this time, consistent with Sec. 38 of the Securities Regulation Code.</p> <p>The Board has reviewed the Company's present complement of directors, its productivity and goals achievement over the past five (5) years and the availability of a qualified person who would be suitable and an appropriate fit for the corporate organization. After extended discussions, the Board has deferred the election of a third independent director to a more opportune and appropriate time.</p> <p>In view of the SEC directive that a director should be the chairman of only one committee, and since the Independent Directors are the Chairmen of the Audit Committee and of the BROCC, respectively, a Non-Executive Director was designated Chairman of the RPT Committee.</p>

			While the Chairman of the Committee is a Non-Executive Director and not an Independent Director, a majority of the members are Independent Directors. The objective of assuring that related party transactions are on an arms' length basis, at market prices and under fair and reasonable terms are in fact achieved.
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.	COMPLIANT	<i>Provide information on or link/reference to the company's committee charters, containing all the required information, particularly the functions of the Committee that is necessary for performance evaluation purposes.</i>	
2. Committee Charters provide standards for evaluating the performance of the Committees.	COMPLIANT	<p>The charters of the different committees can be accessed through https://nickelasia.com/corporate-governance/policies-processes-and-practices; Pages 39 to 95 of CG Manual</p> <p>Each of the Committee Charters provide for performance evaluation and assessment.</p> <p>The functions and responsibilities of each of the Committees are also in the CG Manual.</p>	

<p>3. Committee Charters were fully disclosed on the company's website.</p>	<p>COMPLIANT</p>	<p><i>Provide link to company's website where Charters are disclosed.</i></p> <p>All the committee charters may be accessed/downloaded from the Company website: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Pages 39 to 95 CG Manual</p>	
---	-------------------------	---	--

Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.

Recommendation 4.1

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the process and procedure for tele/videoconferencing board and/or committee meetings.</i></p> <p>The Company complies with the rules of the SEC on Board Meetings through Tele/Video Conferencing. In instances of attendance via teleconference, such compliance is indicated in the Minutes of Meetings.</p> <p><i>Provide information or link/reference to a document containing information on the attendance and participation of directors to Board, Committee and shareholders' meetings.</i></p>	
--	-------------------------	--	--

		<p>Attendance at Board meetings: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, page 84</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 90</p> <p>https://nickelasia.com/corporate-governance</p> <p>Attendance at Committee meetings: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 87 to 89</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 93 to 95</p> <p>Attendance, Shareholders' meetings: Attendance of directors is reflected in the Minutes of Shareholders' Meetings, which are uploaded to the Company's website within five (5) business days after the meeting</p>	
--	--	---	--

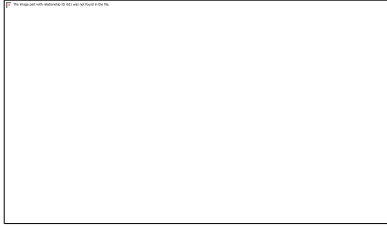
		https://www.nickelasia.com/investor-relations/company-disclosures	
2. The directors review meeting materials for all Board and Committee meetings.	COMPLIANT	Materials for Board and Committee meetings are provided to each Director. Considering the stature, qualifications and experience of the Company's directors, and their responsibilities as directors, it is reasonable to believe that the directors review the materials for all Board and Committee meetings.	
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	COMPLIANT	<i>Provide information or link/reference to a document containing information on any questions raised or clarification/explanation sought by the directors</i> Questions raised and clarification or explanation sought by the directors are contained in the Minutes of the Meetings of the Board of Directors of the Company.	



SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended **2021**
2. SEC Identification Number **CS200811530** 3. BIR Tax Identification No. **007-085-191**
4. Exact name of issuer as specified in its charter **NICKEL ASIA CORPORATION**
5. **Republic of the Philippines** 6. (SEC Use Only)
Province, Country or other jurisdiction of Industry Classification Code:
incorporation or organization
7. **28th Floor NAC Tower, 32nd Street Bonifacio Global City, Taguig City** **1634**
Address of principal office Postal Code
8. **(632) 7798-7622**
Issuer's telephone number, including area code
9. **Not applicable**
Former name, former address, and former fiscal year, if changed since last report.



INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
The Board's Governance Responsibilities			
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.			
Recommendation 1.1			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the following:</i></p> <p>1. <i>Academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors</i></p>	
2. Board has an appropriate mix of competence and expertise.	COMPLIANT		
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	<p>This information is contained in the Information Statements ("IS") and the Management Reports provided by the Company to Shareholders each year. The 2021 IS and 2022 IS can be accessed at:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2</p> <p>Please see also the section of the Company's website on the Board of Directors and Officers</p> <p>https://nickelasia.com/about-us/board-of-directors-and-officers</p>	

2. *Qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance*

Please refer to:

(a) Corporate Governance ("CG") Manual, Art. III(A)(1)
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>

(b) Policy on Board Nomination and Election of Directors, Annex "1" of the CG Manual, at [C](1.2), which can be accessed thru
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>; Page 39 of CG Manual.

(c) Charter of the Nominations Committee
<https://nickelasia.com/corporate-governance/policies-processes-and-practices>; Page 72 of CG Manual.

Recommendation 1.2			
<p>1. Board is composed of a majority of non-executive directors.</p>	<p>COMPLIANT</p>	<p><i>Identify or provide link/reference to a document identifying the directors and the type of their directorships</i></p> <p>A majority of the members of the Board are non-executive directors. The Board is composed of nine (9) members, five (5) of whom are Non-Executive Directors; two (2) are Independent Directors; and two (2) are Executive Directors.</p> <p>The names of the directors and the relevant information including the type of their directorships are on the Company's website:</p> <p>https://www.nickelasia.com/about-us/board-directors-and-officers</p>	
Recommendation 1.3			
<p>1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the company's Board Charter and Manual on Corporate Governance relating to its policy on training of directors.</i></p> <p>Please refer to:</p> <p>(a) CG Manual, Art. III(2) – Policy on Training for Directors https://nickelasia.com/corporate-governance/policies-processes-</p>	

		<p>and-practices; Page 10 of CG Manual</p> <p>(b) Board Charter, Sec. 9 on Orientation and continuing education programs for directors (Annex "4", CG Manual)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 72 of CG Manual</p>	
<p>2. Company has an orientation program for first time directors.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the orientation program and trainings of directors for the previous year, including the number of hours attended and topics covered.</i></p>	<p>The Company utilized Institute of Corporate Directors (ICD), a SEC-accredited provider, to conduct an orientation program for its first-time director Mr. Yusuke Niwa. Mr. Niwa attended ICD's Corporate Governance Orientation Program on December 6 and 7, 2021. A copy of his Certificate of Attendance is attached hereto as Annex 1. A description of the course can be found in this link:</p> <p>The https://www.icd.ph/Courses/CGOP</p>

3. Company has relevant annual continuing training for all directors.	COMPLIANT		Attached as Annexes 2-A to 2-UU are the Certificates of Attendance of the Company's Directors and Officers.
---	------------------	--	--

Recommendation 1.4			
---------------------------	--	--	--

1. Board has a policy on board diversity.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the company's board diversity policy.</i></p> <p>The Company's Board Diversity Policy is contained in:</p> <p>(a) CG Manual, at Article III(A)(3) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 10 of CG Manual</p> <p>(b) Board Charter at Sec. 2.3 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p><i>Indicate gender composition of the board.</i></p> <p>The Company has eight (8) male Directors and one (1) female Director. Under the Company's Board Diversity policy, election shall</p>	
---	------------------	---	--

		be made on the basis of merit but candidates that will bring diversity are to be considered. The present composition is diverse in professional experience, expertise and academic background. The Board continues to search for candidates, including female candidates, whose expertise and experience would be an appropriate fit for the Company.	
Optional: Recommendation 1.4			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.		<p><i>Provide information on or link/reference to a document containing the company's policy and measurable objectives for implementing board diversity.</i></p> <p><i>Provide link or reference to a progress report in achieving its objectives.</i></p>	
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Corporate Secretary, including his/her name, qualifications, duties and functions.</i></p> <p>The Corporate Secretary since 2010 is Atty. Barbara Anne C. Migallos. She is not a member of the Board, and is a separate individual from the Compliance Officer.</p>	
2. Corporate Secretary is a separate individual from the Compliance Officer.	COMPLIANT		
3. Corporate Secretary is not a member of the Board of Directors.	COMPLIANT		

		<p>(a) The qualifications of the Corporate Secretary are contained in the Information Statements and the 17-A Reports, which can be accessed at https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 18, 21 and 160 (page 60 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 20 (page 59 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>(b) The duties and functions of the Corporate Secretary are defined in the CG Manual, III(A)(4.2) and in the Board Charter, Sec. 7</p> <p>CG Manual: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 11 of CG Manual</p>	
--	--	--	--

		<p>Board Charter: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 62 of CG Manual</p>	
4. Corporate Secretary attends training/s on corporate governance.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered</i></p> <p>Information on the training attended by the Corporate Secretary is contained in Annexes 2-GG to 2-II.</p>	
Optional: Recommendation 1.5			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	COMPLIANT	<p><i>Provide proof that corporate secretary distributed board meeting materials at least five business days before scheduled meeting</i></p> <p>In 2021, Materials for the scheduled meetings of the Board were sent by email at least five (5) business days before the scheduled meetings:</p> <ol style="list-style-type: none"> 1. For the March 11, 2021 meeting, the materials were sent on March 4, 2021 	

		<p>2. For the May 6, 2021 meeting, the materials were sent on April 29, 2021</p> <p>3. For the August 5, 2021 meeting, the materials were sent on July 27, 2022</p> <p>4. For the November 4, 2021 meeting, the materials were sent on October 28, 2021</p>	
Recommendation 1.6			
1. Board is assisted by a Compliance Officer.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Compliance Officer, including his/her name, position, qualifications, duties and functions.</i></p> <p>The Compliance Officer is Atty. Georgina Carolina Y. Martinez, Senior Vice President for Compliance and Corporate Services and Assistant Corporate Secretary. She is not a member of the Board, and is a separate individual from the Corporate Secretary.</p> <p>(a) The qualifications of the Compliance Officer are in the Information Statement and the 17-A Reports of the Company for 2021 and 2022: https://nickelasia.com/investor-relations/company-</p>	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	COMPLIANT		
3. Compliance Officer is not a member of the board.	COMPLIANT		

		<p>disclosures#panel2; Definitive Information Statement for 2021, pages 14, 17, and 164.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 15 (page 36 of Management Report and page 56 of SEC Form 17-A attached to the Definitive Information Statement)</p> <p>(b) The duties and functions of the Compliance Officer are detailed in the CG Manual, III(A)(5.2) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual</p>	
<p>4. Compliance Officer attends training/s on corporate governance.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered</i></p> <p>The Compliance Officer attended the Company's Annual Corporate Governance Seminar held on</p>	

		<p>September 29, 2021. Please see Annex 2-J.</p> <p>The Compliance Officer also attended a training course on Governance, Risk and Compliance for Compliance Officers conducted by the International Compliance Training Academy on 20 to 22 November 2018. She is also an associate member of the International Compliance Association (ICA). The ICA provides on-line trainings for its members through its International Compliance Training Academy.</p>	
--	--	---	--

Principle 2: The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the company's articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders.

Recommendation 2.1

<p>1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on how the directors performed their duties (can include board resolutions, minutes of meeting)</i></p> <p>The Board complies with its fiduciary duties, responsibilities and accountabilities, which are contained in: (a) CG Manual, at Art. III(B)(1)(2) https://nickelasia.com/corporate-governance/policies-processes-</p>	
---	-------------------------	---	--

		<p>and-practices; Page 13 of CG Manual</p> <p>(b) Board Charter, at Sec, 4 to 4.4 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p>Directors diligently attend Board and Committee meetings, participate in deliberations and seek clarification when needed, as reflected in the minutes of meetings.</p> <p>Shareholders have the right to inspect corporate records including minutes of board meetings in accordance with Section 73 of the Revised Corporation Code. Deliberations and decisions of the Board are reflected in the Minutes.</p>	
Recommendation 2.2			
1. Board oversees the development, review and approval of the company's business objectives and strategy.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on how the directors performed this function (can include board resolutions, minutes of meeting)</i></p> <p><i>Indicate frequency of review of business objectives and strategy</i></p> <p>The review of business objectives and strategies is integrated into the</p>	
<ul style="list-style-type: none"> Board oversees and monitors the implementation of the company's business objectives and strategy. 	COMPLIANT		

	<p>budget process. The budget is formally approved by the Board at the November board meeting each year, and is based on the outlook for the coming year, the business objectives and strategies. Comprehensive reports on the market, financial performance, operations, safety and environment are presented.</p> <p>The Board oversees and monitors the implementation of the Company's business objectives and strategies in the course of quarterly meetings to review the financial and operations results.</p> <p>These deliberations are reflected in the Minutes of the meetings. Shareholders have the right to inspect corporate records including minutes of board meetings in accordance with Section 73 of the Revised Corporation Code. Information on the frequency of meetings and attendance of the Directors may be accessed at: https://nickelasia.com/corporate-governance</p> <p>In 2021, the Company held a strategic planning session where the heads of the different business functions of the Company brainstormed and worked together</p>	
--	---	--

		<p>to define the plans and strategies of the Company for the next few years. The strategies resulting from this activity were presented to the Board and served as basis for the budget presented to and approved by the Board of Directors on November 4, 2021.</p> <p>The Company adopted a new Vision which was approved by the Board of Directors on November 4, 2022.</p> <p>Below is the new Vision, or OneNAC Vision, of the Company:</p> <p>"We strive to contribute to sustainable national development by adopting our ESG Roadmap in order to achieve the highest standards in the responsible utilization of our country's natural resources."</p> <p>The Company's Environmental, Social, and Governance (ESG) Roadmap embraces the three pillars of the global effort to achieve sustainability, and impacts everything that the Company does. Under the Environment pillar, the Company is committed to achieve carbon sink status, contribute positively to biodiversity and attain net positive water impact in its operations. For the Social pillar, the Company puts a premium on the good health and</p>	
--	--	---	--

		<p>well-being of its employees, equal opportunity at all levels and across all backgrounds, and fostering sustainable communities. For the Governance pillar, it practices inclusive leadership and management, a strong organizational culture, and a robust and comprehensive risk management system.</p> <p>Inspired by its ESG Roadmap, the Company Vision is anchored on three focus areas: Results, Resources and Relationships. For Result (Profit), the Company aims to deliver on its promises to its shareholders through efficiency and effectiveness. For Resources (People and Product), the Company will manage its resource utilization while exploring to expand its business, relying on its people who always strive to be the best in class. For Relationships (Process and Planet), it will work seamlessly as a company as It maintains a healthy collaborative partnership with its stakeholders to protect the Company's social license to operate.</p>	
--	--	--	--

Supplement to Recommendation 2.2

<p>1. Board has a clearly defined and updated vision, mission and core values.</p>	<p>COMPLIANT</p>	<p><i>Indicate or provide link/reference to a document containing the company's vision, mission and core values.</i></p>	
--	-------------------------	--	--

		<p>The Company's Vision, Mission, and Core Values may be accessed at https://www.nickelasia.com/about-us/mission-vision-and-core-values</p> <p>The Company's Mission and Core Values were last reviewed and revised on 3 May 2018 and are uploaded on the Company's website.</p> <p>On 4, November 2021, the Company adopted a new Vision, which reads:</p> <p>"We strive to contribute to sustainable national development by adopting our ESG Roadmap in order to achieve the highest standards in the responsible utilization of our country's natural resources."</p>	
<p>2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.</p>	<p>COMPLIANT</p>	<p>Provide information on or link/reference to a document containing information on the strategy execution process.</p> <p>In order to measure and monitor the effectiveness of the Company's business objectives and strategy for each year, the Company holds regular monthly operations meetings and financial reviews with each of its subsidiaries. The operations meetings are intended to monitor the operations, production safety,</p>	

		<p>environment and regulatory compliance of each subsidiary as against the annual business objectives. The finance review tracks the financial performance of each subsidiary compared to the business objectives for the year. Results of these operations meetings and financial reviews are reported to the Board. The Certification signed by the VP-Mine Strategic Planning and Officer-in-Charge, VP-Revenue Generation on the operations meetings held in 2021 is attached to this Report as Annex 3.</p> <p>Please refer to the Memorandum issued by the President and CEO dated 21 May 2018, attached to this Report as Annex 4.</p> <p>The Company's Management Committee composed of the President and CEO and business function heads also holds regular monthly meetings to discuss the business activities, initiatives, updates, and concerns regarding the Company and its subsidiaries and affiliates.</p>	
--	--	---	--

Recommendation 2.3			
---------------------------	--	--	--

<p>1. Board is headed by a competent and qualified Chairperson.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on the Chairperson, including his/her name and qualifications</i></p>	
---	-------------------------	---	--

		<p>The Chairman is Mr. Gerard H. Brimo. His qualifications, academic background and work experience are available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also Information Statement that is made available to shareholders every year. The Information Statement for the 2021 and 2022 Annual General Meeting of the Stockholders can be accessed through these links:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, pages 6 and 8.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, page 8 (page 35 of Management Report and page 51 of SEC Form 17-A attached to the Definitive Information Statement)</p>	
--	--	---	--

Recommendation 2.4			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	COMPLIANT	<p><i>Disclose and provide information or link/reference to a document containing information on the company's succession planning policies and programs and its implementation</i></p>	
2. Board adopts a policy on the retirement for directors and key officers.	COMPLIANT	<p>(a) Article III (B) of the Company's CG Manual provides that "shall adopt an effective succession planning program for Executive Directors, key Officers and Management" and that the Board "shall adopt a policy on retirement age for Executive Directors and Officers as part of Management succession and to promote dynamism in the Company". Available at https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 14 of CG Manual</p> <p>(b) Sec. 4 (b), Board Charter https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 57 of CG Manual</p> <p>The Company has, as part of its succession planning, implemented</p>	

		<p>its in-house Management Development Program where talents within the Company are identified and provided with the necessary training to enable them to assume key positions in the organization.</p> <p>As part of succession planning, the Company conducts training and gap analysis to improve its manpower development program, with the objective of enhancing the leadership qualities and soft skills of its employees to ensure the availability of talent within the organization that can step up and perform key functions at any time. At the mine sites, there will be employees such as middle managers who will be trained to perform various functions on rotation to build all-around skills, enhance familiarity and competency with the various functions of the organization as part of their development as future leaders of the organization.</p> <p>The Company also has a Managers Development Program and Supervisors Development Program in place to ensure the development of its managers and supervisors and prepare them for leadership roles within the organization. In 2021, the</p>	
--	--	---	--

		<p>Company conducted four batches of trainings under the MDP, with a total of 140 participants from the Company and its subsidiaries. It also conducted four batches of trainings under the MDP with a total of 275 participants from the Company and its subsidiaries.</p> <p>The Company also continues to liaise with the best tertiary schools in the country to scout for potential employees. Aside from providing scholarships to qualified students within their host communities, the Company's subsidiaries also collaborate with leading tertiary schools for the educational needs of its employees. The Company's subsidiaries Cagdianao Mining Corporation (CMC) and Taganito Mining Corporation (TMC) have collaborated with St. Paul University Surigao (SPUS) to offer a mining engineering course that combines online learning sessions and onsite training within the Cagdianao mine site in Dinagat Islands and Taganito mine site in Claver, Surigao del Norte. This will allow CMC and TMC employees to pursue a mining engineering course while working. The partnerships of CMC and TMC with SPUS also aim to develop, empower and produce more technical professionals and foster</p>	
--	--	---	--

		responsible mining in their respective areas.	
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.		<p><i>Provide information on or link/reference to a document containing information on the company's remuneration policy and its implementation, including the relationship between remuneration and performance.</i></p> <p>Section 4 (4.3)(d) of the Board Charter provides that it is the specific duty of the Board to "<i>align as practicable the remuneration of key Officers and of Directors with the long-term interests of the Company and oversee Management's adoption of compensation plans and professional development programs for Officers and succession planning for senior Management</i>"</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 58 of CG Manual</p> <p>For guidance in respect of remuneration, in 2017, the Company participated in the compensation survey for energy and natural resources industry to benchmark on compensation conducted by Willis, Towers, Watson Data Services, a</p>	

	<p>global advisory, broking and solutions company that provides services in, among other areas, benefits delivery and administration, corporate risk and broking. The Company is conducting its own studies on regional compensation trends to upgrade and align its current salary structures and systems.</p> <p>Consistent with the alignment of the remuneration of key officers, including officers of operating subsidiaries, and board members with long-term interests of the Company, the Company adopted a Stock Option Plan for Directors and Officers, including Operating Subsidiaries in 2014. The Plan was approved by the shareholders and by the SEC.</p> <p>In April 2018, the Board approved the adoption of a new stock option plan, which was approved at the Annual Stockholders' Meeting held on 28 May 2018.</p> <p>http://edge.pse.com.ph/openDiscViewer.do?edge_no=d7ca1f8907771d1a43ca035510b6ec2b#sthash.frM8CVvE.dpbs</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive</p>	
--	--	--

		<p>Information Statement for 2018, page 32.</p> <p>In October 2018, the stockholders of the Company approved a 80% stock dividend for all stockholders of record as of 23 October 2018 and corresponding adjustments to the grants under the 2014 and 2018 Stock Option Plans in relation to the 80% stock dividend declaration at the Special Stockholders' Meeting held on 09 October 2018.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel7; NAC_17C_SSM_Results_09Oct2018</p> <p>On 17 July 2020, the stockholders of the Company approved the reservation of 96,023,208 further additional common shares for the 2018 Stock Option Plan: https://nickelasia.com/investor-relations/company-disclosures#panel12; Results of Annual Stockholders' Meeting</p>	
<p>(a) Board adopts a policy specifying the relationship between remuneration and performance.</p>	<p>COMPLIANT</p>	<p>Article III (B) of the Company's CG Manual provides that the Board shall adopt a "policy specifying the relationship between remuneration and performance", and that "no Director should participate in deliberations involving his own remuneration"</p>	

		https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 14 of CG Manual	
(b) Directors do not participate in discussions or deliberations involving his/her own remuneration.	COMPLIANT	Directors do not participate in discussions or deliberations involving his own remuneration. Please see Corporate Secretary's Certificate, attached to this Report as Annex 5 .	
Optional: Recommendation 2.5			
1. Board approves the remuneration of senior executives.	COMPLIANT	<i>Provide proof of board approval</i> The Corporate Governance Committee of the Board, acting as the Compensation Committee, approves the remuneration of senior officers. Please see Secretary' Certificate attached to this Report as Annex 5 .	
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.	COMPLIANT	<i>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.</i> The Stock Option Plan is deemed a measurable standard to align performance-based remuneration	

		<p>with the Company's long-term interest.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2018, page 32.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, page 28.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 27 to 28.</p>	
Recommendation 2.6			
<p>1. Board has a formal and transparent board nomination and election policy.</p>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on the company's nomination and election policy and process and its implementation, including the criteria used in selecting new directors, how the shortlisted candidates and how it encourages nominations from shareholders.</i></p> <p>(a) The Company has a Policy on the Nomination and Election of</p>	

		<p>Directors which contains the process for the nomination of directors</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, page 12</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 11 to 12</p> <p>(b) Please see also CG Manual which contains the Company's Nomination and Election Policy https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p>	
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.	COMPLIANT	CG Manual at Article III(B)(6) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 39 of CG Manual	
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.	COMPLIANT	<i>Provide proof if minority shareholders have a right to nominate candidates to the board</i>	

		<p>Section (B)(2) of the Company's Policy on Nomination and Election of Directors recognizes the right of minority shareholders to nominate directors and outlines how shareholders can effectively exercise the right to nominate.</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p>	
4. Board nomination and election policy includes how the board shortlists candidates.	COMPLIANT	<p><i>Provide information if there was an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.</i></p>	
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	<p>Process for the shortlisting of candidates (preparation of Final List of Candidates) is stated in the Policy on Nomination and Election of Directors at Section (B) and (C)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 39 of CG Manual</p> <p>The Board's performance assessment includes the assessment of the performance of the Board and Board Committees, including the Nominations Committee, which</p>	

		oversees the process for the nomination and election of directors CG Charter, Art. III(F) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 26 of CG Manual	
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	COMPLIANT	Please refer to Policy on Nomination and Election of Directors at (B) to (D) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 26 of CG Manual	
Optional: Recommendation to 2.6			
1. 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.	COMPLIANT	<i>Identify the professional search firm used or other external sources of candidates</i> The Nominations Committee has discretion and authority to use search firms or external sources as practicable in searching for Board candidates. See Section (C)(2.2) of Company's Policy on Nomination and Election of Directors https://nickelasia.com/corporate-governance/policies-processes-	

		<p>and-practices; Page 40 of CG Manual</p> <p>Sources used in the nomination and selection process include available information on the internet.</p> <p>There has been no occasion when the Committee believed that the engagement of a professional search firm was called for under the circumstances.</p>	
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	COMPLIANT	<p><i>Provide information on or reference to a document containing the company's policy on related party transaction, including policy on review and approval of significant RPTs</i></p>	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	COMPLIANT	<p>The Company's policy on related party transactions, including the definition of RPTs and the review and approval process are contained in:</p> <p>(a) CG Manual, Art. III(B), Sec. 7 to 7.2 https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 14 of CG Manual</p>	
3. RPT policy encompasses all entities within the group, taking into account their size,	COMPLIANT	<p>and-practices; Page 14 of CG Manual</p>	

<p>structure, risk profile and complexity of operations.</p>		<p>(b) Revised Policy and System on Related Party Transactions approved by the Board of Directors on 06 August 2019, which defines RPTs and provides for the review and approval process: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy</p> <p>(c) Charter of the RPT Committee https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 90 of CG Manual.</p> <p><i>Identify transactions that were approved pursuant to the policy.</i></p> <p>Related Party transactions that are continuing from previous years are disclosed in the Company's Audited Financial Statements, including corresponding assets and liabilities arising from such transactions. The transactions are described and also presented in tabular form. Please see Note 34 of the Company's audited financial statements as of 31 December 2021, on Related Party Transactions with comparative figures for 2019, 2020 and 2021, at pages 73-79 thereof.</p>	
--	--	--	--

		<p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Annual Report 2021, pages 73 to 79.</p> <p>Related Party Transactions are also disclosed in the Information Statement distributed to the shareholders each year</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2021, pages 21 to 25.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2, Definitive Information Statement for 2022, pages 20 to 25.</p>	
--	--	---	--

Supplement to Recommendations 2.7

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on a materiality threshold for RPT disclosure and approval, if any.</i></p> <p>The Revised Policy and System on Related Party Transactions that took effect on 06 August 2019 defines Material RPTs as those involving an aggregate amount or value equal or greater than the Materiality Threshold, or ten percent (10%) of a Covered Entity's total assets based on its latest audited financial statement. If the Reporting Entity is</p>	
--	-------------------------	--	--

		<p>the Company, the total assets shall pertain to its total consolidated assets(Art. III, Secs 8 and 9.)</p> <p>Significant RPTs are defined as transactions with a Related Party which involve an aggregate amount or value equal to or greater than Fifty Million Pesos (Php50,000,000.00) over a twelve (12) month calendar year period or such amount as may be recommended by the RPT Committee and approved by the Board of Directors of the Company (Art. III, Sec. 13).</p> <p><i>Provide information on RPT categories:</i></p> <p>The Revised Policy and System Governing Related Party Transactions that took effect on 06 August 2019 categorizes RPTs into Material RPTs, Significant RPTs, and RPTs that are neither considered as Material RPTs or Significant RPTs: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy, pages 3 to 4.</p>	
<p>2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information on voting system, if any.</i></p>	<p>In view of a number of factors, among them that no one shareholder has majority control of the Company and no majority control of the Board; that "non-related party shareholders" will change</p>

			<p>depending on the transaction; and the proxy process; a voting system as called for in this item has not been established.</p> <p>The distribution of shares among a number of shareholders, none of whom holds a majority of the Company's outstanding capital, is a positive factor in achieving the objective of assuring that related party transactions are at arms' length, at market prices, and under fair and reasonable terms and conditions.</p>
Recommendation 2.8			
<p>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).</p>	COMPLIANT	<p><i>Provide information on or reference to a document containing the Board's policy and responsibility for approving the selection of management.</i></p> <p>The Company's Board of Directors selects and elects the officers of the Company, including its CEO and other senior officers, as provided under Sec. 25 of the Revised Corporation Code. The Chief Risk Officer, the Chief Compliance Officer and the Chief Audit Executive are likewise selected and appointed by the Board. The Nominations Committee considers the candidates for officers and makes recommendations to the Board.</p> <p>Please see:</p>	

		<p>a) CG Manual, Article III (B)(8) on "Management Team and control functions; selection and assessment" which states that the Board shall be primarily responsible for approving the selection and assessment of the Management led by the Chief Executive Officer (CEO), and the control functions led by their respective heads (Chief Risk Officer, Chief Compliance Officer, and Chief Audit Executive)</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel12 Results of Organizational Board Meeting 04 June 2021</p> <p>(b) Disclosure to the PSE of the results of the Organizational Meeting of the Board, during which the Board elects Management/officers of the Company</p> <p>Results of Organizational Meeting of the Board on 04 June 2021:</p>	
--	--	---	--

https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9

Organizational Changes effective 10 March 2022:

https://edge.pse.com.ph/openDiscViewer.do?edge_no=f89093f8d2230ee53470cea4b051ca8f

(c) Disclosure to PSE of Board approval of Chief Risk Officer (CRO), Chief Compliance Officer (CCO) and Chief Audit Executive (CAE) (May 2017)

http://edge.pse.com.ph/openDiscViewer.do?edge_no=ce25d291d33cb05e3318251c9257320d#sthas.h.v5TdGcm6.dpbs

Identify the Management team appointed

a) The names and positions of the Officers of the Company and its Operating Subsidiaries may be accessed at <https://www.nickelasia.com/about-us/board-directors-and-officers>

		<p>b) Disclosure to the PSE of the results of the Organizational Meeting of the Board</p> <p>Results of Organizational Meeting of the Board on 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p> <p>Organizational Changes effective 10 March 2022: https://edge.pse.com.ph/openDiscViewer.do?edge_no=f89093f8d2230ee53470cea4b051ca8f</p>	
<p>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).</p>	<p>COMPLIANT</p>	<p>Provide information on or reference to a document containing the Board's policy and responsibility for assessing the performance of management.</p> <p>Please see Article III (B)(8.2) of the CG Manual: "Management Team and control functions; selection and assessment" https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p>	

		<p>Provide information on the assessment process and indicate frequency of assessment of performance.</p> <p>The Board assesses the performance of the CEO and the heads of the other control functions on an annual basis.</p>	
Recommendation 2.9			
1. 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.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing the Board's performance management framework for management and personnel.</i></p> <p>Please see the Company's CG Manual: The Board shall establish an effective performance management framework that will ensure that performance of management is at par with standards set by the Board and Senior Management. See Art. III (B)(9), https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 15 of CG Manual</p>	
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.	COMPLIANT	<p>Please see performance evaluation forms for personnel, attached as Annex 6 of this Report</p>	
Recommendation 2.10			

1. Board oversees that an appropriate internal control system is in place.	COMPLIANT	<i>Provide information on or link/reference to a document showing the Board's responsibility for overseeing that an appropriate internal control system is in place and what is included in the internal control system</i>	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	COMPLIANT	Internal Control System – please see Art. III(B)(10) to (10.2), CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 15 of CG Manual	
3. Board approves the Internal Audit Charter.	COMPLIANT	<i>Provide reference or link to the company's Internal Audit Charter</i> https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 51 of CG Manual	
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	<i>Provide information on or link/reference to a document showing the Board's oversight responsibility on the establishment of a sound enterprise risk management</i>	

<p>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.</p>	<p>COMPLIANT</p>	<p><i>framework and how the board was guided by the framework.</i></p> <p>Please see:</p> <p>(a) CG Manual, providing for the Board's oversight responsibility for Enterprise Risk Management, Art. III(B)(11) of the CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 16 of CG Manual</p> <p>(b) Charter of the Board Risk Oversight Committee https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p> <p>Following the development by the Company of its risk monitoring and reporting templates and cascading its Enterprise Risk Management (ERM) Program to the operating companies ("OPCOs") in 2018, the Company and its OPCOs continued their implementation of the ERM Program in succeeding years. As a result, continued to lower the risk levels of several business risks. Among the activities undertaken by the Company and its OPCOs in 2021 was the enhancement of their IT infrastructure to ensure the</p>	
---	-------------------------	--	--

	<p>availability of communications during natural disasters and times of crises, by supplementing their existing infrastructure with VSATs and military-grade radio communications. The Company is also updating its ERM Manual to address the risks that may affect its operations.</p> <p>Corporate Secretary's Certification, Annex 5 of this Report</p> <p><i>Provide proof of effectiveness of risk management strategies, if any.</i></p> <p>There are numerous examples of the effectiveness of risk management strategies. One such example is how the Company and its OPCOs handled the challenges brought about by the Covid-19 pandemic. Although work in the Company's offices and in the mines were affected by the pandemic, the Company and its OPCOs managed to continue their operations while following government and company health and safety protocols. The Company and its OPCOs adopted flexible work arrangements where required to enable employees to continue working from their homes. They also used various means of remote communication to ensure continuity of work while ensuring the</p>	
--	--	--

		<p>health and safety of all employees at home or in the workplace. Further, although there were some cases of employees becoming infected with the Covid-19 virus, the timely and adequate response of the Company and its OPCOs thereto enabled all patients to recover. Further, the protocols and response mechanisms adopted by the companies enabled them to stem local transmission of the virus.</p> <p>The Company continues to adopt these health and safety protocols to ensure that employees and other stakeholders remain safe.</p>	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	COMPLIANT	<p><i>Provide link to the company's website where the Board Charter is disclosed.</i></p> <p>The Board Charter may be accessed at: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p>	
2. Board Charter serves as a guide to the directors in the performance of their functions.	COMPLIANT		
3. Board Charter is publicly available and posted on the company's website.	COMPLIANT		

Additional Recommendation to Principle 2

<p>1. Board has a clear insider trading policy.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document showing company's insider trading policy.</i></p> <p>The Company's insider trading policy is contained in:</p> <p>(a) Policy on Insider Trading, Code on Business Ethics at Part V (Standards of Business Conduct and Ethics) in particular at Part (V)(G) prohibiting insider trading.</p> <p>(b) Insider Trading Policy, Annex "B" of the Code on Business Ethics, which contains the specific policies and rules against insider trading The Code on Business Ethics and Conduct and its attachments, including Annex "B" on Insider Trading, can be accessed at https://nickelasia.com/corporate-governance/policies-processes-and-practices; Insider Trading Policy</p>	
---	-------------------------	--	--

Optional: Principle 2

<p>1. Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document showing company's policy on granting loans to directors, if any.</i></p>	
---	-------------------------	---	--

conducted at arm's length basis and at market rates.		The Company does NOT grant loans to directors. There has been NO instance when the Company ever granted a loan to a director.	
2. Company discloses the types of decision requiring board of directors' approval.	COMPLIANT	<p><i>Indicate the types of decision requiring board of directors' approval and where there are disclosed.</i></p> <p>With respect to related party transactions (each, a "RPT"), The Revised Policy and Practice Governing Related Party Transactions ("RPT Policy") of the Company specifies what types of related party transactions require Board approval, or RPT Committee approval.</p> <p>The Company's RPT Policy is found on the Company's website: https://nickelasia.com/corporate-governance/policies-processes-and-practices</p>	<p>With respect to other decisions requiring Board approval, the Company need not disclose the types of decision requiring board approval as the Board is ultimately responsible for corporate actions. Hence, this is not necessary.</p> <p>The Board is responsible for the business of the Company consistent with the Corporation Code and relevant corporate law principles. Certain authorities are delegated to Management/officers but such delegation and the acts taken pursuant thereto are always subject to review as deemed appropriate by the Board consistent with its fiduciary duties.</p>

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

Recommendation 3.1

1. Board establishes board committees that focus on specific board functions to aid in	COMPLIANT	<i>Provide information or link/reference to a document containing</i>	
--	------------------	---	--

<p>the optimal performance of its roles and responsibilities.</p>		<p><i>information on all the board committees established by the company.</i></p> <p>The Board Committees and their respective functions, duties and responsibilities can be accessed through https://www.nickelasia.com/corporate-governance/governance-structure</p> <p>Information on the Board Committees and their respective memberships are also uploaded on PSE Edge.</p> <p>Committee Memberships as of 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>	
Recommendation 3.2			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Audit Committee, including its functions.</i></p> <p>a) CG Manual, Art. III(C)(2)(2.1 – 2.5) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 17 of CG Manual</p>	

		<p>Audit Committee Charter https://www.nickelasia.com/corporate-governance/governance-structure</p> <p><i>Indicate if it is the Audit Committee's responsibility to recommend the appointment and removal of the company's external auditor.</i></p> <p>b) Article (IV) (4.2) of the Audit Committee Charter: The Audit Committee shall recommend to the Board the appointment, reappointment, removal and fees of the External Auditor, duly accredited by the Commission, who undertakes an independent audit of the Company, and provides an objective assurance on the manner by which the financial statements should be prepared and presented to the stockholders. https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 65 of CG Manual</p>	
<p>2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the members of the Audit Committee, including their qualifications and type of directorship.</i></p> <p>The Members of the Audit Committee are:</p>	

		<p>a) Jaime J. Bautista, Independent Director, Chairman;</p> <p>b) Angelo Raymundo Q. Valencia, Independent Director;</p> <p>c) Masahiro Kamiya, Non-Executive Director.</p> <p>Composition from 04 June 2021 to present:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>	
<p>3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the background, knowledge, skills, and/or experience of the members of the Audit Committee.</i></p> <p>Relevant background, knowledge, skills, and/or experience of the members of the Audit Committee is contained in the Information Statement of the Company and in the 17-A Report</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 11 to 12</p>	

		<p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 9 to 11</p> <p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Year 2021 Annual Report, pages 52-53</p>	
<p>4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Audit Committee</i></p> <p>The Chairman of the Audit Committee is Jaime J. Bautista, Independent Director. His background, knowledge, skills, and/or experience are in the Information Statement and the 17-A Reports</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: page 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive</p>	

		<p>Information Statement for 2022: page 9</p> <p>https://nickelasia.com/corporate-governance</p> <p>See also: https://www.nickelasia.com/about-us/board-directors-and-officers</p>	
Supplement to Recommendation 3.2			
<p>1. Audit Committee approves all non-audit services conducted by the external auditor.</p>	<p>COMPLIANT</p>	<p><i>Provide proof that the Audit Committee approved all non-audit services conducted by the external auditor.</i></p> <p>(a)CG Manual at Art. III(C)(2.3)(g): The Audit Committee shall evaluate and determine the non-audit work, if any, of the External Auditor and periodically review the non-audit fees paid to the External Auditor in relation to total fees paid to the External Auditor and to the Company's overall consultancy expenses. The Committee should disallow any non-audit work that will conflict with duties as External Auditor</p> <p>https://nickelasia.com/corporate-governance/policies-processes-</p>	

		<p>and-practices; Page 18 of CG Manual</p> <p>(b) Report of the Audit Committee to the Board</p> <p>A copy of the Report of the Audit Committee to the Board dated March 9, 2022 is attached to this Report as Annex 7.</p>	
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	COMPLIANT	<p><i>Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from management present.</i></p> <p>(a) Please refer to Report of the Audit Committee to the Board (Annex 7 of this Report)</p> <p>(b) See also Corporate Secretary's Certificate, Annex 5 of this Report</p>	
Optional: Recommendation 3.2			
1. Audit Committee meet at least four times during the year.	COMPLIANT	<p><i>Indicate the number of Audit Committee meetings during the year and provide proof</i></p>	

		The Audit Committee met four (4) times in 2021, on: 10 March 2021, 5 May 2021, 5 August 2021, and 4 November 2021.	
2. Audit Committee approves the appointment and removal of the internal auditor.	COMPLIANT	<p><i>Provide proof that the Audit Committee approved the appointment and removal of the internal auditor.</i></p> <p>(a) Charter of the Audit Committee at Article (IV) (4.1) to (4.5) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 65 of CG Manual</p> <p>(b) Corporate Secretary's Certificate, Annex 5 of this Report.</p>	
Recommendation 3.3			
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	COMPLIANT	<p><i>Provide information or reference to a document containing information on the Corporate Governance Committee, including its functions</i></p> <p>Please see:</p> <p>(a) CG Manual, Art. III (C)(4) which provides for the functions, duties and responsibilities of the CG Committee</p>	

		<p>https://www.nickelasia.com/corporate-governance/governance-structure</p> <p>(b) Charter of the CG Committee</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 77 of CG Manual</p> <p><i>Indicate if the Committee undertook the process of identifying the quality of directors aligned with the company's strategic direction, if applicable.</i></p> <p>The Nominations Committee, which is separate from the CG Committee, considered the quality of directors aligned with the Company's strategic direction. The Board believes that all directors are aligned with the Company's strategic direction. For the Company's Vision and Mission, please refer to https://www.nickelasia.com/about-us/mission-vision-and-core-values</p>	
<p>2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the members of the Corporate Governance Committee, including their qualifications and type of directorship.</i></p> <p>The Corporate Governance Committee is composed of the</p>	<p>Although not all of the members of the Corporate Governance Committee are independent directors, its members include two Non-Executive Directors, one of whom is an Independent Director. Thus, the corporate governance objective that there be a sufficient number of directors who exercise independent judgment is substantially achieved.</p>

		<p>Chairman, one independent director and one non-executive director. The composition of the Corporate Governance Committee is available on PSE Edge:</p> <p>Composition as of 04 June 2021: https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p> <p>The qualifications and type of directorship of the members of the CG Committee are shown in: https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 9 and 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 9, and pages 33 to 34 of the Management Report attached to the Definitive Information Statement</p> <p>https://nickelasia.com/corporate-governance</p>	
--	--	---	--

<p>3. Chairman of the Corporate Governance Committee is an independent director.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Corporate Governance Committee.</i></p> <p>The Chairman of the Corporate Governance Committee is Gerard H. Brimo. https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>https://nickelasia.com/corporate-governance</p> <p>Information about Mr. Brimo is also contained in the Company's Information Statement: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 8 to 9 https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: page 8</p>	<p>At present the Company has only two (2) independent directors, one of whom is the Chairman of the Audit Committee and the other is the Chairman of the Board Risk Oversight Committee.</p> <p>In view of the SEC recommendation that a director should be the chairman of only one committee, the Board designated the Chairman to head the CG Committee.</p> <p>Also, as mentioned above, even though not all of the members of the CG Committee are independent directors, its members include two Non-Executive Directors, one of whom is an Independent Director. Thus, the corporate governance objective that there be a sufficient number of directors who exercise independent judgment is substantially achieved.</p>
<p>Optional: Recommendation 3.3.</p>			
<p>1. Corporate Governance Committee meet at least twice during the year.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of Corporate Governance Committee meetings held during the year and provide proof thereof.</i></p>	

		<p>Corporate Governance Committee meetings in 2021:</p> <p>a) 25 May 2021, b) 7 September 2021, and c) 25 November 2021</p> <p>Please refer to the Certification executed by the Corporate Secretary, Annex 5 of this Report.</p>	
Recommendation 3.4			
<p>1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions</i></p> <p>(a) Corporate Governance Manual, Art. III(C)(5 to 5.3, inclusive) https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 20 of CG Manual</p> <p>(b) Charter of the BROC https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 84 of CG Manual</p>	
<p>2. BROC is composed of at least three members, the majority of whom should be</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the</i></p>	

<p>independent directors, including the Chairman.</p>		<p><i>BROC, including their qualifications and type of directorship</i></p> <p>The Board Risk Oversight Committee is composed of Atty. Angelo Raymundo Q. Valencia (Independent Director) as Chairman, and Mr. Jaime J. Bautista (Independent Director) and Mr. Martin Antonio G. Zamora as members.</p> <p>Information regarding the type of directorship and the qualifications of the members of the BROC is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>The qualifications of each of the members of the Board, including members of BROC, are contained in the Information Statements for 2021 and 2022</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 10</p>	
---	--	---	--

<p>3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the BROC</i></p> <p>The Chairman of the BROC is an Independent Director and is not the Chairman of the Board or of any other committee.</p> <p>Information about Independent Director Angelo Raymundo Q. Valencia, BROC Chairman, is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: page 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: page 10</p>	
<p>4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the background, skills, and/or experience of the members of the BROC.</i></p>	

		<p>Information about the background, skills and experience of the members of the BROCC is available at https://www.nickelasia.com/about-us/board-directors-and-officers</p> <p>Please see also 2021 and 2022 Information Statements:</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 11</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 8 to 10</p>	
Recommendation 3.5			
<p>1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.</i></p> <p>a) CG Manual, Art. III(B)(6; 6.1[a] to 6.1[f]), inclusive, on RPTs https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 22 of CG Manual</p> <p>b) Charter of the RPT Committee</p>	

		https://nickelasia.com/corporate-governance/policies-processes-and-practices ; Page 89 of CG Manual	
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	NOT COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the RPT Committee, including their qualifications and type of directorship.</i></p> <p>The RPT Committee is composed of one (1) Non-Executive Director and two (2) Independent Directors. The Chairman of the Committee is a Non-Executive Director</p> <ol style="list-style-type: none"> 1) Masahiro Kamiya, Non-Executive Director, Chairman 2) Jaime J. Bautista, Independent Director 3) Angelo Raymundo Q. Valencia, Independent Director. <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 10 to 12</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 9 to 11</p>	<p>The RPT Committee is composed of three Non-Executive Directors, two of whom are Independent Directors. The Chairman of the RPT Committee is a Non-Executive Director.</p> <p>The Company has two (2) independent directors at this time, consistent with Sec. 38 of the Securities Regulation Code.</p> <p>The Board has reviewed the Company's present complement of directors, its productivity and goals achievement over the past five (5) years and the availability of a qualified person who would be suitable and an appropriate fit for the corporate organization. After extended discussions, the Board has deferred the election of a third independent director to a more opportune and appropriate time.</p> <p>In view of the SEC directive that a director should be the chairman of only one committee, and since the Independent Directors are the Chairmen of the Audit Committee and of the BROCC, respectively, a Non-Executive Director was designated Chairman of the RPT Committee.</p>

			While the Chairman of the Committee is a Non-Executive Director and not an Independent Director, a majority of the members are Independent Directors. The objective of assuring that related party transactions are on an arms' length basis, at market prices and under fair and reasonable terms are in fact achieved.
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.	COMPLIANT	<i>Provide information on or link/reference to the company's committee charters, containing all the required information, particularly the functions of the Committee that is necessary for performance evaluation purposes.</i>	
2. Committee Charters provide standards for evaluating the performance of the Committees.	COMPLIANT	<p>The charters of the different committees can be accessed through https://nickelasia.com/corporate-governance/policies-processes-and-practices; Pages 39 to 95 of CG Manual</p> <p>Each of the Committee Charters provide for performance evaluation and assessment.</p> <p>The functions and responsibilities of each of the Committees are also in the CG Manual.</p>	

<p>3. Committee Charters were fully disclosed on the company's website.</p>	<p>COMPLIANT</p>	<p><i>Provide link to company's website where Charters are disclosed.</i></p> <p>All the committee charters may be accessed/downloaded from the Company website: https://nickelasia.com/corporate-governance/policies-processes-and-practices; Pages 39 to 95 CG Manual</p>	
---	-------------------------	---	--

Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.

Recommendation 4.1

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the process and procedure for tele/videoconferencing board and/or committee meetings.</i></p> <p>The Company complies with the rules of the SEC on Board Meetings through Tele/Video Conferencing. In instances of attendance via teleconference, such compliance is indicated in the Minutes of Meetings.</p> <p><i>Provide information or link/reference to a document containing information on the attendance and participation of directors to Board, Committee and shareholders' meetings.</i></p>	
--	-------------------------	--	--

		<p>Attendance at Board meetings: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, page 84</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, page 90</p> <p>https://nickelasia.com/corporate-governance</p> <p>Attendance at Committee meetings: https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021: pages 87 to 89</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022: pages 93 to 95</p> <p>Attendance, Shareholders' meetings: Attendance of directors is reflected in the Minutes of Shareholders' Meetings, which are uploaded to the Company's website within five (5) business days after the meeting</p>	
--	--	---	--

		https://www.nickelasia.com/investor-relations/company-disclosures	
2. The directors review meeting materials for all Board and Committee meetings.	COMPLIANT	Materials for Board and Committee meetings are provided to each Director. Considering the stature, qualifications and experience of the Company's directors, and their responsibilities as directors, it is reasonable to believe that the directors review the materials for all Board and Committee meetings.	
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	COMPLIANT	<i>Provide information or link/reference to a document containing information on any questions raised or clarification/explanation sought by the directors</i> Questions raised and clarification or explanation sought by the directors are contained in the Minutes of the Meetings of the Board of Directors of the Company.	

Recommendation 4.2

<p>1. 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.</p>	<p>COMPLIANT</p>	<p><i>Disclose if the company has a policy setting the limit of board seats that a non-executive director can hold simultaneously.</i></p> <p><i>Provide information or reference to a document containing information on the directorships of the company's directors in both listed and non-listed companies</i></p> <p>No director of the Company serves as a director of more than two publicly listed companies. The directorships of non-executive directors in other listed companies is contained in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
---	-------------------------	--	--

Recommendation 4.3

<p>1. The directors notify the company's board before accepting a directorship in another company.</p>	<p>COMPLIANT</p>	<p><i>Provide copy of written notification to the board or minutes of board meeting wherein the matter was discussed.</i></p> <p>Section IV (8) of the Board Charter requires that a director should notify the Board before accepting a directorship in another company: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4 of the CG Manual, page 62 thereof).</p> <p>No director of the Company served as a director of more than two publicly listed companies (including Nickel Asia) in 2020. The list of directorships of the non-executive directors is contained in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
--	-------------------------	--	--

Optional: Principle 4

<p>1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.</p>	<p>COMPLIANT</p>	<p>List of directorships of the executive directors is contained in the Information Statement of each year. Please see:</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
<p>2. Company schedules board of directors' meetings before the start of the financial year.</p>	<p>COMPLIANT</p>	<p>At the start of each year, a schedule of meetings of the Board of Directors for that year is circulated (with prior consultation with the directors on their respective schedules)</p>	
<p>3. Board of directors meet at least six times during the year.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of board meetings during the year and provide proof</i></p> <p>The Board of Directors met six (6) times in 2021: 11 March 2021; 6 May 2021, 04 June 2021, 06 July 2021, 05 August 2021, 14 September 2021, and 04 November 2021.</p> <p>Definitive Information Statement for 2021, page 84 https://nickelasia.com/investor-relations/company-disclosures#panel2;</p>	

		<p>Definitive Information Statement for 2022, page 90</p> <p>https://nickelasia.com/corporate-governance</p>	
<p>4. Company requires as minimum quorum of at least 2/3 for board decisions.</p>	<p>NOT COMPLIANT</p>	<p><i>Indicate the required minimum quorum for board decisions</i></p> <p>The minimum quorum for Board decisions is a majority of the nine (9) directors.</p> <p>Directors' attendance at Board meetings in 2021 was at 100%.</p>	<p>The Company does not require a minimum quorum of at least two-thirds of the Board. It complies with Section 52 of the Revised Corporation Code and Article II, Section 6 of its Amended By Laws in that a majority of all of the members of the Board of Directors constitutes a quorum.</p> <p>Attendance at Board meetings in 2021 was 100%. In instances during the previous years where the attendance was less than 100%, there was no instance when attendance was less than seven out of nine members of the Board. Hence, the objective of requiring a quorum of two-thirds is in fact achieved.</p>

Principle 5: The board should endeavor to exercise an objective and independent judgment on all corporate affairs

Recommendation 5.1

<p>1. The Board has at least 3 independent directors or such number as to constitute one-third of the board, whichever is higher.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the number of independent directors in the board</i></p>	<p>The Company has nine (9) directors, two (2) of whom are independent directors. It is compliant with Sec. 38 of the SRC.</p>
---	-----------------------------	--	--

		<p>Composition of the Board and the type of directorship of each member may be accessed at https://nickelasia.com/about-us/board-of-directors-and-officers</p> <p>Please see also Information Statements for 2021 and 2022:</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	<p>The Board has reviewed the Company's present complement of directors, its productivity and goals achievement over the past five years and the availability of a qualified person who would be suitable and an appropriate fit for the corporate organization. After extended discussions, the Board has deferred the election of a third independent director to a more opportune and appropriate time.</p> <p>The objective that the Board should exercise independent judgment is achieved notwithstanding the fact that the Board has two rather than three independent directors. All directors of the Company are cognizant of their fiduciary duties to the corporation and their duty to vote according to his/her own independent judgment and conscience as to what is in the best interests of the corporation.</p>
Recommendation 5.2			
<p>1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the qualifications of the independent directors.</i></p> <p>The qualifications of the independent directors are contained:</p> <p>(a) Information Statement of each year.</p>	

		<p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>(b) Company website https://nickelasia.com/about-us/board-of-directors-and-officers</p>	
Supplement to Recommendation 5.2			
<p>1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.</p>	<p>COMPLIANT</p>	<p><i>Provide link/reference to a document containing information that directors are not constrained to vote independently.</i></p> <p>The Company is not aware of any agreement that constrains the directors' ability to vote independently, and has reasonable ground to believe that there are no such agreements.</p> <p>The Charter of the Board of Directors mandates that all directors must exercise independent judgement Sec. 4 to 4.4, refer to 4.4(d) https://nickelasia.com/corporate-governance/policies-processes-and-</p>	

		<p>practices (Appendix "4" of the CG Manual, page 57 thereof)</p> <p>Directors are aware of and comply with the duty of each director to vote according to his own independent judgment and his own conscience as to what is in the best interests of the company.</p>	
Recommendation 5.3			
<p>1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document showing the years IDs have served as such.</i></p> <p>For the year 2021, no Independent Director has served for a cumulative term of more than nine (9) years, reckoned from 2012.</p> <p>The tenure of each of the incumbent independent directors is in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	

<p>2. The company bars an independent director from serving in such capacity after the term limit of nine years.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the company's policy on term limits for its independent director</i></p> <p>Term limits of Independent Directors, CG Manual, at Article III(3): "Independent Directors shall serve for a maximum cumulative term of nine (9) years, reckoned in accordance with the pertinent rules of the SEC, after which the Independent Director shall be perpetually barred from re-election as such in the Company, but may continue to qualify for nomination and election as a non-independent director." https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 23 of CG Manual)</p> <p>(a) Board Charter, Sec. 3. On Term Limits for Independent Directors https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4" of the CG Manual, page 56 thereof)</p>	
<p>3. In the instance that the company retains an independent director in the same</p>	<p>COMPLIANT</p>	<p><i>Provide reference to the meritorious justification and proof of</i></p>	

<p>capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.</p>		<p><i>shareholders' approval during the annual shareholders' meeting.</i></p> <p>(a) CG Manual, Art. III(E)(3- https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 56 of CG Manual</p> <p>(b) Section 3, Board Charter; term limits for independent directors https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 58 of CG Manual</p> <p>There has been no instance where an independent director has served for more than nine years, reckoned from 2012 or from the date of election of the independent director.</p> <p>Mr. Bautista, the Lead Independent Director, was first elected to the Board on June 4, 2021.</p> <p>Mr. Valencia, another Independent Director, was first elected to the Board on May 8, 2020.</p>	
<p>Recommendation 5.4</p>			

<p>1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.</p>	<p>COMPLIANT</p>	<p><i>Identify the company's Chairman of the Board and Chief Executive Officer</i></p> <p>The Chairman of the Board of Directors is Mr. Gerard H. Brimo.</p> <p>The Chief Executive Officer is the President, Mr. Martin Antonio G. Zamora.</p>	
<p>2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.</p>	<p>COMPLIANT</p>	<p><i>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.</i></p> <p>(a) A side by side comparison of the responsibilities of the Chairman and of the Chief Executive Officer is provided on page 29 of the Management Report attached to the 2017 Information Statement and may be accessed at https://nickelasia.com/investor-relations/company-disclosures#panel2</p> <p>Please also see discussion on page 29 of the Management Report attached to the 2021 Information Statement--</p>	

	<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>-- and on pages 35 to 36 the 2022 Information Statement https://edge.pse.com.ph/openDiscVier.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>(b) The role and responsibilities of the Chairman are outlined in the Board Charter, Section 6 https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4" of the CG Manual, page 61 thereof)</p> <p>(c) The responsibilities of the CEO are contained in the Company's Amended By-Laws. The By-Laws are available on the Company's website: https://nickelasia.com/corporate-governance</p> <p><i>Identify the relationship of Chairman and CEO.</i></p> <p>The Chairman and CEO and the President are not related by consanguinity or affinity.</p>	
--	---	--

Recommendation 5.5			
<p>1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on a lead independent director and his roles and responsibilities, if any.</i></p> <p><i>Indicate if Chairman is independent.</i></p> <p>The Chairman is not an independent director.</p> <p>The CG Manual provides, at Article III, Sec. 5 that where the Chairman of the Board is not an independent director, the Board shall designate a lead director as practicable from among the independent directors (https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual)</p> <p>Mr. Jaime J. Bautista is the Lead Independent Director of the Company.</p>	<p>At the Organizational Meeting of the Board of Directors of the Company held on 04 June 2021, the Board of Directors appointed Mr. Jaime J. Bautista as Lead Independent Director.</p> <p>2021:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>
Recommendation 5.6			
<p>1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.</p>	COMPLIANT	<p><i>Provide proof of abstention, if this was the case.</i></p> <p>Abstentions by individual directors on matters acted on by the Board, as appropriate or called for, are recorded in the Minutes of the</p>	

		meetings. Corporate records, including Minutes of Board meetings, are available for inspection by shareholders in accordance with the Corporation Code.	
--	--	---	--

Recommendation 5.7

<p>1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide proof and details of said meeting, if any.</i></p> <p><i>Provide information on the frequency and attendees of meetings.</i></p> <p>CG Manual at Article III, Sec. 7 provides for separate meetings with the external auditors and heads of the internal audit, compliance and risk functions without any executive directors present to ensure that proper checks and balances are in place in the corporation. The meetings shall be chaired by the lead ID, if one has been designated.</p>	<p>The Audit Committee is composed of two (2) independent and one (1) non-executive director. In respect of the external and internal audit functions, it is not deemed necessary, and may be unduly cumbersome, to hold a separate meeting attended by all NEDs. The Audit Committee reports to the Board and if a separate meeting with all NEDs is needed, then such a meeting will be called.</p> <p>The members of the Board Risk Oversight Committee are two independent directors and one executive director. The Committee has not seen any reason for holding a meeting without the presence of the executive director, who is able to give significant inputs on the risks that the Company's business may be exposed to. The policy of the BROOC is that in the event a separate meeting on risk, without the presence of the executive director is deemed to be advantageous, then one will be called and will be chaired by the Chairman of the BROOC, an Independent Director, or the Lead Independent Director, who is also a member of the BROOC.</p>
---	-----------------------------	--	---

			While the Company does not consider it necessary to conduct separate periodic meetings between the NEDS and the heads of internal audit, risk, and compliance, in 2021, to supplement the regular meetings of the Audit Committee and the BROCC, the Independent Directors of the Company had regular, informal meetings with the heads of internal audit, risk, and compliance to discuss the status of, and/or improvements in the current internal audit, compliance or risk functions.
2. The meetings are chaired by the lead independent director.	COMPLIANT		The informal meetings referred to above that were attended by the Independent Directors were chaired by one of the Independent Directors.
Optional: Principle 5			
1. None of the directors is a former CEO of the company in the past 2 years.	COMPLIANT	<p><i>Provide name/s of company CEO for the past 2 years</i></p> <p>There is no new director who is a former CEO of the Company in the past two years.</p> <p>Mr. Gerard H. Brimo, the Chairman, was the CEO for more than two (2) years, until 31 December 2019.</p>	
Principle 6: The best measure of the Board's effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.			

Recommendation 6.1			
1. Board conducts an annual self-assessment of its performance as a whole.	COMPLIANT	Provide proof of self-assessments conducted for the whole board, the individual members, the Chairman and the Committees	
2. The Chairman conducts a self-assessment of his performance.	COMPLIANT	The CG Manual provides for an annual self-assessment at Article III(F) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; page 24 of CG Manual	
3. The individual members conduct a self-assessment of their performance.	COMPLIANT		
4. Each committee conducts a self-assessment of its performance.	COMPLIANT	<p>The Charters of the respective Committees also provide for assessment</p> <p>Audit Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "5" of CG Manual, see page 70 of the CG Manual)</p> <p>Corporate Governance Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "7" of the CG Manual, see page 71 of the CG Manual)</p> <p>Board Risk Oversight Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "8" of the CG Manual, see page of the CG Manual)</p> <p>Attached are copies of:</p>	

		<ul style="list-style-type: none"> 1) Assessment form for the Board as a whole – Annex 8-A 2) Assessment form for the directors individually – Annex 8-B 3) Self-Assessment form for the Audit Committee – Annex 8-C 4) Assessment form for Committees – Annex 8-D 	
5. Every three years, the assessments are supported by an external facilitator.	COMPLIANT	<p><i>Identify the external facilitator and provide proof of use of an external facilitator.</i></p> <p>The CG Manual provides at Art. III(F)(1): The Board shall conduct an annual assessment of its performance xxx. Every three years, as much as practicable, the assessment should be supported by an external facilitator. https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual</p> <p>The Board will determine when it will be practicable for the assessment to be supported by an external facilitator, consistent with the CG Manual.</p>	
Recommendation 6.2			
1. Board has in place a system that provides, at the minimum, criteria and process to	COMPLIANT	<i>Provide information or link/reference to a document containing</i>	

determine the performance of the Board, individual directors and committees.		<i>information on the system of the company to evaluate the performance of the board, individual directors and committees, including a feedback mechanism from shareholders</i>	
2. The system allows for a feedback mechanism from the shareholders.	COMPLIANT	<p>The criteria for the evaluation of the board, directors and committees are contained in Annexes 8-A to 8-D of this Report.</p> <p>Article III (F)(2), CG Manual: the system of evaluation should allow for a feedback mechanism from the shareholders https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual</p> <p>A feedback mechanism for shareholders may be accessed at https://www.nickelasia.com/corporate-governance/stakeholder-feedback</p>	

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

Recommendation 7.1

1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well	COMPLIANT	Provide information on or link/reference to the company's	
---	------------------	---	--

<p>as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.</p>		<p>Code of Business Conduct and Ethics.</p> <p>The Company's Code of Business Conduct and Ethics is available through the Company's website and may be accessed through:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Code of Business Conduct and Ethics</p>	
<p>2. The Code is properly disseminated to the Board, senior management and employees.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or discuss how the company disseminated the Code to its Board, senior management and employees.</i></p> <p>In 2014, the respective Human Resources and Administration Groups of the Company and its Operating Companies disseminated the Code to their respective employees by conducting orientations where the Company's corporate governance policies, as well as the Code, were discussed in detail. Every year thereafter, the Company and its Operating Companies conduct similar orientations for new employees. Each employee has been given a copy of the Code. Each employee submits an acknowledgment receipt to confirm receipt of a copy of the Code.</p>	

		<p>Since then, at the start of the succeeding calendar year, the employees of the Company and its Operating Companies accomplish an Annual Certificate of Integrity and Compliance to confirm their compliance with the Code of Business Conduct and Ethics during the previous year.</p> <p>The Company and its Operating Companies reported 100% compliance with the submission of such employee certifications for 2021.</p> <p>The Company is also scheduled to conduct refresher sessions on the Code of Business Conduct and Ethics to its employees in 2022.</p>	
<p>3. The Code is disclosed and made available to the public through the company website.</p>	<p>COMPLIANT</p>	<p><i>Provide a link to the company's website where the Code of Business Conduct and Ethics is posted/ disclosed.</i></p> <p>Please refer to these links:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Code of Business Conduct and Ethics</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-</p>	

		practices; Procurement Governance Suppliers and Purchasing Policy	
--	--	---	--

Supplement to Recommendation 7.1			
<p>1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.</p>	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the company's policy and procedure on curbing and penalizing bribery</i></p> <p>Please see:</p> <p>(a) Standards of Business Conduct and Ethics, Part V (H) and (I)</p> <p>(b) Procurement Governance Policy: Suppliers and Purchasing, Appendix "C" of the Code</p> <p>(c) Policy on Gifts, Hospitality and Entertainment, Appendix "D" of the Code</p> <p>(d) Whistle Blowing Policy, Appendix "E" of the Code</p> <p>All of the above may be accessed through:</p> <p>https://www.nickelasia.com/corporate-governance/policies-processes-and-practices</p>	
Recommendation 7.2			
<p>1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.</p>	COMPLIANT	<p><i>Provide proof of implementation and monitoring of compliance with the Code of Business Conduct and Ethics and internal policies.</i></p>	
<p>2. Board ensures the proper and efficient implementation and monitoring of</p>	COMPLIANT	<p>The Company requires all of its employees to submit annually an</p>	

<p>compliance with company internal policies.</p>		<p>Annual Certification of Integrity and Compliance attesting to their compliance with the Code of Business Ethics and Conduct. A copy of such form is attached to this report as Annex 9.</p> <p><i>Indicate who are required to comply with the Code of Business Conduct and Ethics and any findings on non-compliance.</i></p> <p>The Code of Business Conduct and Ethics covers Directors, Officers and Employees of Nickel Asia Corporation and its subsidiaries</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 2 of the Code</p>	
---	--	---	--

Disclosure and Transparency

Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.

Recommendation 8.1

<p>1. 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.</p>	<p>COMPLIANT</p>	<p>The Company's corporate disclosure policies are set forth in Article IV of the Manual of Corporate Governance:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices, Manual of Corporate Governance, at page 25.</p>	
---	-------------------------	---	--

Supplement to Recommendations 8.1

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of days within which the consolidated and interim reports were published, distributed or made available from the end of the fiscal year and end of the reporting period, respectively.</i></p> <p>The Company disclosed its financial results for the year December 31, 2021 by way of a press release on March 10, 2022:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=058cc6ef3aaed4a93470cea4b051ca8f</p> <p>It uploaded its SEC Form 17-A Annual Report, which includes its consolidated audited financial statements for the fiscal year ended December 31, 2021 on April 13, 2022:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=779a6859b864d2df3470cea4b051ca8f</p> <p>It amended its SEC Form 17-A Annual Report on April 18, 2022 to include the SEC copy of 2021 Parent Company Financial Statements of Nickel Asia Corporation:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=6f02eaed0b2794883470cea4b051ca8f</p>	
---	-------------------------	--	--

		<p>Consolidated audited financial statements for 2021 were released and uploaded to the Company's website.</p> <p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Annual Report 2021 – April 18, 2022</p> <p>Interim (quarterly) reports for 2021 and for the first quarter of 2022 were uploaded to the Company's website within 45 days or the extended deadline provided by the Securities and Exchange Commission from the end of the reporting period</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for First Quarter 2021 – May 10, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for Second Quarter 2021 – August 6, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for Third Quarter 2021 – November 5, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for the First Quarter 2022 – May 10, 2022</p>	
--	--	--	--

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the company's annual report where the following are disclosed:</i></p> <ol style="list-style-type: none"> <i>1. principal risks to minority shareholders associated with the identity of the company's controlling shareholders;</i> <i>2. cross-holdings among company affiliates; and</i> <i>3. any imbalances between the controlling shareholders' voting power and overall equity position in the company.</i> <p>No shareholder or group of shareholders is a controlling shareholder of the Company. The Company discloses the stockholders who own more than five percent (5%) of the Company's stock on a quarterly basis including the Public Ownership Report and in the Information Statements provided to the shareholders annually.</p> <p>The Company as well has no cross-holdings among company affiliates.</p> <p>There are no imbalances on shareholders' voting power by virtue of no controlling shareholder.</p> <p>2021 Information Statement:</p>	
--	-------------------------	---	--

		<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscVier.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>Public Ownership Reports for the first to fourth quarters of 2021 and for the first quarter of 2022:</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=b82701b9f1692cc25d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=88f2e2b467321b855d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=84915f9bef12565b5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=8a01fd91f9a65713470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=6f3ee152583b53e23470cea4b051ca8f</p>	
--	--	---	--

Recommendation 8.2

<p>1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to the company's policy requiring directors and officers to disclose their dealings in the company's share.</i></p>	
<p>2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three business days.</p>	<p>COMPLIANT</p>	<p>a) Policy requiring Directors and Officers to report any dealings in shares of stock of the Company within three (3) business days</p> <p>This rule is part of the Company's Insider Trading Policy, Appendix B of the Company's Code of Business Conduct and Ethics. https://nickelasia.com/corporate-governance/policies-processes-and-practices (Exhibit "1" of the Code)</p> <p>The Company also issues memoranda/reminders regarding this policy from time to time.</p> <p>b) Policy on reporting of dealings of Directors and Officers in shares of stock of the Company, Article IV(A)(2) of the CG Manual</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 25 of CG Manual)</p>	

		<p><i>Indicate actual dealings of directors involving the corporation's shares including their nature, number/ percentage and date of transaction.</i></p> <p>Trading of the Corporation's shares by directors and officers are disclosed on PSE EDGE and 23-B reports:</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7de21b22520f3df25d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=ab433bdce6c3dc965d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=834a64a132439c8c5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=4a75da338d93c3c35d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=dbcb59187c4beaf55d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=c69acaad03ec15795d542af6f1e997b9</p>	
--	--	---	--

	<p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=8f7b7a283dbb01045d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=cd93893172cf0e845d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=860047e3bd4fab4b5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=b72a241f80887ed35d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=ea86a87cde83a8ec5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=5912bbe7172c07895d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=b99d28cf02b7f2215d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=a379bff3498987165d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=629529834a23d5f63470cea4b051ca8f</p>	
--	--	--

	<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=2ad5ba4caefbec3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=e583c79a653946f53470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=d2d53125521d152d3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=70cc6606e5f408403470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=861b5a7d5084f8f43470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=645d62c5ac7b20093470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=3a0f5ffe67c43bb03470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=a2818d2fc2a8249e3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=00f10268aac424c33470cea4b051ca8f</p>	
--	--	--

Supplement to Recommendation 8.2			
<p>1. 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).</p>	COMPLIANT	<p><i>Provide information on or link/reference to the shareholdings of directors, management and top 100 shareholders.</i></p> <p>Shareholdings of Directors and Officers are disclosed in the Information Statement</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>Top 100 shareholders</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=e1cf25c4f7ed0c355d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=88f2e2b467321b855d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=84915f9bef12565b5d542af6f1e997b9</p>	

		<p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=8a01fdf91f9a65713470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=6f3ee152583b53e23470cea4b051ca8f</p> <p><i>Provide link or reference to the company's Conglomerate Map.</i></p> <p>https://nickelasia.com/about-us/corporate-structure</p>	
Recommendation 8.3			
<p>1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	COMPLIANT	<p><i>Provide link or reference to the directors' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.</i></p> <p>The above information is contained in the Information Statement distributed to the shareholders each year and posted on the Company's website</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 9 to 12</p>	

		https://nickelasia.com/investor-relations/company-disclosures#panel2 ; Definitive Information Statement for 2022, pages 7 to 11	
<p>2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	<p>COMPLIANT</p>	<p>Provide link or reference to the key officers' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.</p> <p>The above information is contained in the Information Statement distributed to the shareholders each year and posted on the Company's website.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 14 to 21</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, pages 15 to 20</p>	
<p>Recommendation 8.4</p>			

<p>1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.</p>	<p>COMPLIANT</p>	<p><i>Disclose or provide link/reference to the company policy and practice for setting board remuneration</i></p> <p>The policy and practice of the Company in respect of Board remuneration is that directors do not receive remuneration other than reasonable per diems, the amount of which is disclosed in the Information Statement provided annually to shareholders and posted on the Company's website</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 26 to 28</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, pages 25 to 28.</p>	
<p>2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.</p>	<p>COMPLIANT</p>	<p><i>Disclose or provide link/reference to the company policy and practice for determining executive remuneration</i></p> <p>Please see CG Manual, Art. III(C) on functions of CG Committee in respect of Remuneration:</p>	

		<p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 17 of the CG Manual)</p> <p>The Company has a confidential salary structure specifically for officers with corresponding benefits. The rates of Officers are discussed and determined by the Corporate Governance Committee acting as Remunerations Committee.</p> <p>Previously, the Company participated in the Willis Tower Watson Data Services compensation survey for energy and natural resources to benchmark on compensation and enlisted the services of a compensation consultant to assist in job evaluation and performance metrics. The Company is in the process of revising and realigning the compensation of its key officers.</p>	
<p>3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide breakdown of director remuneration and executive compensation, particularly the remuneration of the CEO.</i></p> <p>The Company does not disclose the remuneration of officers on an individual basis.</p>	<p>For reasons of safety and security, the Company does not disclose the remuneration of officers on an individual basis. The remuneration of the top 5 (CEO and Top 4) highest paid officers as a group are presented in the Information Statement.</p>

		<p>A copy of the Company's Retirement Policy and the Retirement Plan is attached to this Report as Annex 10.</p>	<p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6file997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>
Recommendation 8.5			
<p>1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.</p>	COMPLIANT	<p><i>Disclose or provide reference/link to company's RPT policies</i></p> <p>The Company's RPT policies may be found in:</p> <p>(a) Article III (B) of the CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual</p> <p>(b) Revised Policy and System Governing Related Party Transactions, Annex "2" of CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy</p>	

		<p><i>Indicate if the director with conflict of interest abstained from the board discussion on that particular transaction.</i></p> <p>Yes, a director with a conflict of interest refrains from board discussion on that particular matter.</p>	
<p>2. Company discloses material or significant RPTs reviewed and approved during the year.</p>	<p>COMPLIANT</p>	<p><i>Provide information on all RPTs for the previous year or reference to a document containing the following information on all RPTs:</i></p> <ol style="list-style-type: none"> <i>1. name of the related counterparty;</i> <i>2. relationship with the party;</i> <i>3. transaction date;</i> <i>4. type/nature of transaction;</i> <i>5. amount or contract price;</i> <i>6. terms of the transaction;</i> <i>7. rationale for entering into the transaction;</i> <i>8. the required approval (i.e., names of the board of directors approving, names and percentage of shareholders who approved) based on the company's policy; and</i> <i>9. other terms and conditions</i> <p>RPTs in 2021 were carried over from previous years.</p>	

		RPTs are listed in Note 34, pages 79 to 85 of the Audited Financial Statements as of the year ended 31 December 2021, which form part of the Company's 2021 Annual Report on SEC Form 17-A: https://edge.pse.com.ph/openDiscViewer.do?edge_no=779a6859b864d2df3470cea4b051ca8f	
Supplement to Recommendation 8.5			
1. Company requires directors to disclose their interests in transactions or any other conflict of interests.	COMPLIANT	<p><i>Indicate where and when directors disclose their interests in transactions or any other conflict of interests.</i></p> <p>Please refer to the Company's Policy on Conflict of Interest, Appendix A of the Code on Business Conduct and Ethics https://nickelasia.com/corporate-governance/policies-processes-and-practices; Conflict of Interest Policy</p> <p>Directors who may have an interest in a specific transaction so indicate during the meeting and abstain from voting thereon. Such abstention, if any is reflected in the minutes of the relevant Board meeting.</p>	
Optional : Recommendation 8.5			
1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.	COMPLIANT	<p><i>Provide link or reference where this is disclosed, if any</i></p> <p>The Company's Corporate Governance policies mandate that</p>	

		<p>RPTs must be conducted in such a way to ensure that they are fair and at arms' length. Please refer to:</p> <p>(a) CG Manual, Article III (7 to 7.3, Inclusive https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual)</p> <p>(b) Charter of the RPT Committee, Sec. 4 https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "9" of the CG Manual, page 90 thereof)</p> <p>(c) Code of Business Conduct and Ethics, F (1-4, inclusive) https://nickelasia.com/corporate-governance/policies-processes-and-practices (page 5 of the Code)</p>	
--	--	--	--

Recommendation 4.2

<p>1. 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.</p>	<p>COMPLIANT</p>	<p><i>Disclose if the company has a policy setting the limit of board seats that a non-executive director can hold simultaneously.</i></p> <p><i>Provide information or reference to a document containing information on the directorships of the company's directors in both listed and non-listed companies</i></p> <p>No director of the Company serves as a director of more than two publicly listed companies. The directorships of non-executive directors in other listed companies is contained in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
---	-------------------------	--	--

Recommendation 4.3

<p>1. The directors notify the company's board before accepting a directorship in another company.</p>	<p>COMPLIANT</p>	<p><i>Provide copy of written notification to the board or minutes of board meeting wherein the matter was discussed.</i></p> <p>Section IV (8) of the Board Charter requires that a director should notify the Board before accepting a directorship in another company: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4 of the CG Manual, page 62 thereof).</p> <p>No director of the Company served as a director of more than two publicly listed companies (including Nickel Asia) in 2020. The list of directorships of the non-executive directors is contained in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
--	-------------------------	--	--

Optional: Principle 4

<p>1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.</p>	<p>COMPLIANT</p>	<p>List of directorships of the executive directors is contained in the Information Statement of each year. Please see:</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	
<p>2. Company schedules board of directors' meetings before the start of the financial year.</p>	<p>COMPLIANT</p>	<p>At the start of each year, a schedule of meetings of the Board of Directors for that year is circulated (with prior consultation with the directors on their respective schedules)</p>	
<p>3. Board of directors meet at least six times during the year.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of board meetings during the year and provide proof</i></p> <p>The Board of Directors met six (6) times in 2021: 11 March 2021; 6 May 2021, 04 June 2021, 06 July 2021, 05 August 2021, 14 September 2021, and 04 November 2021.</p> <p>Definitive Information Statement for 2021, page 84 https://nickelasia.com/investor-relations/company-disclosures#panel2;</p>	

		Definitive Information Statement for 2022, page 90 https://nickelasia.com/corporate-governance	
4. Company requires as minimum quorum of at least 2/3 for board decisions.	NOT COMPLIANT	<i>Indicate the required minimum quorum for board decisions</i> The minimum quorum for Board decisions is a majority of the nine (9) directors. Directors' attendance at Board meetings in 2021 was at 100%.	The Company does not require a minimum quorum of at least two-thirds of the Board. It complies with Section 52 of the Revised Corporation Code and Article II, Section 6 of its Amended By Laws in that a majority of all of the members of the Board of Directors constitutes a quorum. Attendance at Board meetings in 2021 was 100%. In instances during the previous years where the attendance was less than 100%, there was no instance when attendance was less than seven out of nine members of the Board. Hence, the objective of requiring a quorum of two-thirds is in fact achieved.

Principle 5: The board should endeavor to exercise an objective and independent judgment on all corporate affairs

Recommendation 5.1

1. The Board has at least 3 independent directors or such number as to constitute one-third of the board, whichever is higher.	NOT COMPLIANT	<i>Provide information or link/reference to a document containing information on the number of independent directors in the board</i>	The Company has nine (9) directors, two (2) of whom are independent directors. It is compliant with Sec. 38 of the SRC.
--	----------------------	---	---

		<p>Composition of the Board and the type of directorship of each member may be accessed at https://nickelasia.com/about-us/board-of-directors-and-officers</p> <p>Please see also Information Statements for 2021 and 2022:</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	<p>The Board has reviewed the Company's present complement of directors, its productivity and goals achievement over the past five years and the availability of a qualified person who would be suitable and an appropriate fit for the corporate organization. After extended discussions, the Board has deferred the election of a third independent director to a more opportune and appropriate time.</p> <p>The objective that the Board should exercise independent judgment is achieved notwithstanding the fact that the Board has two rather than three independent directors. All directors of the Company are cognizant of their fiduciary duties to the corporation and their duty to vote according to his/her own independent judgment and conscience as to what is in the best interests of the corporation.</p>
Recommendation 5.2			
<p>1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the qualifications of the independent directors.</i></p> <p>The qualifications of the independent directors are contained:</p> <p>(a) Information Statement of each year.</p>	

		<p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>(b) Company website https://nickelasia.com/about-us/board-of-directors-and-officers</p>	
Supplement to Recommendation 5.2			
<p>1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.</p>	<p>COMPLIANT</p>	<p><i>Provide link/reference to a document containing information that directors are not constrained to vote independently.</i></p> <p>The Company is not aware of any agreement that constrains the directors' ability to vote independently, and has reasonable ground to believe that there are no such agreements.</p> <p>The Charter of the Board of Directors mandates that all directors must exercise independent judgement Sec. 4 to 4.4, refer to 4.4(d) https://nickelasia.com/corporate-governance/policies-processes-and-</p>	

		<p>practices (Appendix "4" of the CG Manual, page 57 thereof)</p> <p>Directors are aware of and comply with the duty of each director to vote according to his own independent judgment and his own conscience as to what is in the best interests of the company.</p>	
Recommendation 5.3			
<p>1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document showing the years IDs have served as such.</i></p> <p>For the year 2021, no Independent Director has served for a cumulative term of more than nine (9) years, reckoned from 2012.</p> <p>The tenure of each of the incumbent independent directors is in the Information Statement of each year.</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>	

<p>2. The company bars an independent director from serving in such capacity after the term limit of nine years.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the company's policy on term limits for its independent director</i></p> <p>Term limits of Independent Directors, CG Manual, at Article III(3): "Independent Directors shall serve for a maximum cumulative term of nine (9) years, reckoned in accordance with the pertinent rules of the SEC, after which the Independent Director shall be perpetually barred from re-election as such in the Company, but may continue to qualify for nomination and election as a non-independent director." https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 23 of CG Manual)</p> <p>(a) Board Charter, Sec. 3. On Term Limits for Independent Directors https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4" of the CG Manual, page 56 thereof)</p>	
<p>3. In the instance that the company retains an independent director in the same</p>	<p>COMPLIANT</p>	<p><i>Provide reference to the meritorious justification and proof of</i></p>	

<p>capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.</p>		<p><i>shareholders' approval during the annual shareholders' meeting.</i></p> <p>(a) CG Manual, Art. III(E)(3- https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 56 of CG Manual</p> <p>(b) Section 3, Board Charter; term limits for independent directors https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 58 of CG Manual</p> <p>There has been no instance where an independent director has served for more than nine years, reckoned from 2012 or from the date of election of the independent director.</p> <p>Mr. Bautista, the Lead Independent Director, was first elected to the Board on June 4, 2021.</p> <p>Mr. Valencia, another Independent Director, was first elected to the Board on May 8, 2020.</p>	
<p>Recommendation 5.4</p>			

<p>1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.</p>	<p>COMPLIANT</p>	<p><i>Identify the company's Chairman of the Board and Chief Executive Officer</i></p> <p>The Chairman of the Board of Directors is Mr. Gerard H. Brimo.</p> <p>The Chief Executive Officer is the President, Mr. Martin Antonio G. Zamora.</p>	
<p>2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.</p>	<p>COMPLIANT</p>	<p><i>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.</i></p> <p>(a) A side by side comparison of the responsibilities of the Chairman and of the Chief Executive Officer is provided on page 29 of the Management Report attached to the 2017 Information Statement and may be accessed at https://nickelasia.com/investor-relations/company-disclosures#panel2</p> <p>Please also see discussion on page 29 of the Management Report attached to the 2021 Information Statement--</p>	

	<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>-- and on pages 35 to 36 the 2022 Information Statement https://edge.pse.com.ph/openDiscVier.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>(b) The role and responsibilities of the Chairman are outlined in the Board Charter, Section 6 https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "4" of the CG Manual, page 61 thereof)</p> <p>(c) The responsibilities of the CEO are contained in the Company's Amended By-Laws. The By-Laws are available on the Company's website: https://nickelasia.com/corporate-governance</p> <p><i>Identify the relationship of Chairman and CEO.</i></p> <p>The Chairman and CEO and the President are not related by consanguinity or affinity.</p>	
--	---	--

Recommendation 5.5			
<p>1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on a lead independent director and his roles and responsibilities, if any.</i></p> <p><i>Indicate if Chairman is independent.</i></p> <p>The Chairman is not an independent director.</p> <p>The CG Manual provides, at Article III, Sec. 5 that where the Chairman of the Board is not an independent director, the Board shall designate a lead director as practicable from among the independent directors (https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual)</p> <p>Mr. Jaime J. Bautista is the Lead Independent Director of the Company.</p>	<p>At the Organizational Meeting of the Board of Directors of the Company held on 04 June 2021, the Board of Directors appointed Mr. Jaime J. Bautista as Lead Independent Director.</p> <p>2021:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=0f69fc46cf1b64b15d542af6f1e997b9</p>
Recommendation 5.6			
<p>1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.</p>	COMPLIANT	<p><i>Provide proof of abstention, if this was the case.</i></p> <p>Abstentions by individual directors on matters acted on by the Board, as appropriate or called for, are recorded in the Minutes of the</p>	

		meetings. Corporate records, including Minutes of Board meetings, are available for inspection by shareholders in accordance with the Corporation Code.	
--	--	---	--

Recommendation 5.7

<p>1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide proof and details of said meeting, if any.</i></p> <p><i>Provide information on the frequency and attendees of meetings.</i></p> <p>CG Manual at Article III, Sec. 7 provides for separate meetings with the external auditors and heads of the internal audit, compliance and risk functions without any executive directors present to ensure that proper checks and balances are in place in the corporation. The meetings shall be chaired by the lead ID, if one has been designated.</p>	<p>The Audit Committee is composed of two (2) independent and one (1) non-executive director. In respect of the external and internal audit functions, it is not deemed necessary, and may be unduly cumbersome, to hold a separate meeting attended by all NEDs. The Audit Committee reports to the Board and if a separate meeting with all NEDs is needed, then such a meeting will be called.</p> <p>The members of the Board Risk Oversight Committee are two independent directors and one executive director. The Committee has not seen any reason for holding a meeting without the presence of the executive director, who is able to give significant inputs on the risks that the Company's business may be exposed to. The policy of the BROOC is that in the event a separate meeting on risk, without the presence of the executive director is deemed to be advantageous, then one will be called and will be chaired by the Chairman of the BROOC, an Independent Director, or the Lead Independent Director, who is also a member of the BROOC.</p>
---	-----------------------------	--	---

			While the Company does not consider it necessary to conduct separate periodic meetings between the NEDS and the heads of internal audit, risk, and compliance, in 2021, to supplement the regular meetings of the Audit Committee and the BROCC, the Independent Directors of the Company had regular, informal meetings with the heads of internal audit, risk, and compliance to discuss the status of, and/or improvements in the current internal audit, compliance or risk functions.
2. The meetings are chaired by the lead independent director.	COMPLIANT		The informal meetings referred to above that were attended by the Independent Directors were chaired by one of the Independent Directors.
Optional: Principle 5			
1. None of the directors is a former CEO of the company in the past 2 years.	COMPLIANT	<p><i>Provide name/s of company CEO for the past 2 years</i></p> <p>There is no new director who is a former CEO of the Company in the past two years.</p> <p>Mr. Gerard H. Brimo, the Chairman, was the CEO for more than two (2) years, until 31 December 2019.</p>	
Principle 6: The best measure of the Board's effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.			

Recommendation 6.1			
1. Board conducts an annual self-assessment of its performance as a whole.	COMPLIANT	Provide proof of self-assessments conducted for the whole board, the individual members, the Chairman and the Committees	
2. The Chairman conducts a self-assessment of his performance.	COMPLIANT	The CG Manual provides for an annual self-assessment at Article III(F) https://nickelasia.com/corporate-governance/policies-processes-and-practices ; page 24 of CG Manual	
3. The individual members conduct a self-assessment of their performance.	COMPLIANT		
4. Each committee conducts a self-assessment of its performance.	COMPLIANT	<p>The Charters of the respective Committees also provide for assessment</p> <p>Audit Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "5" of CG Manual, see page 70 of the CG Manual)</p> <p>Corporate Governance Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "7" of the CG Manual, see page 71 of the CG Manual)</p> <p>Board Risk Oversight Committee: https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "8" of the CG Manual, see page of the CG Manual)</p> <p>Attached are copies of:</p>	

		<ul style="list-style-type: none"> 1) Assessment form for the Board as a whole – Annex 8-A 2) Assessment form for the directors individually – Annex 8-B 3) Self-Assessment form for the Audit Committee – Annex 8-C 4) Assessment form for Committees – Annex 8-D 	
5. Every three years, the assessments are supported by an external facilitator.	COMPLIANT	<p><i>Identify the external facilitator and provide proof of use of an external facilitator.</i></p> <p>The CG Manual provides at Art. III(F)(1): The Board shall conduct an annual assessment of its performance xxx. Every three years, as much as practicable, the assessment should be supported by an external facilitator. https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual</p> <p>The Board will determine when it will be practicable for the assessment to be supported by an external facilitator, consistent with the CG Manual.</p>	
Recommendation 6.2			
1. Board has in place a system that provides, at the minimum, criteria and process to	COMPLIANT	<i>Provide information or link/reference to a document containing</i>	

determine the performance of the Board, individual directors and committees.		<i>information on the system of the company to evaluate the performance of the board, individual directors and committees, including a feedback mechanism from shareholders</i>	
2. The system allows for a feedback mechanism from the shareholders.	COMPLIANT	<p>The criteria for the evaluation of the board, directors and committees are contained in Annexes 8-A to 8-D of this Report.</p> <p>Article III (F)(2), CG Manual: the system of evaluation should allow for a feedback mechanism from the shareholders https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 24 of CG Manual</p> <p>A feedback mechanism for shareholders may be accessed at https://www.nickelasia.com/corporate-governance/stakeholder-feedback</p>	

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

Recommendation 7.1

1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well	COMPLIANT	Provide information on or link/reference to the company's	
---	------------------	---	--

<p>as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.</p>		<p>Code of Business Conduct and Ethics.</p> <p>The Company's Code of Business Conduct and Ethics is available through the Company's website and may be accessed through:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Code of Business Conduct and Ethics</p>	
<p>2. The Code is properly disseminated to the Board, senior management and employees.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or discuss how the company disseminated the Code to its Board, senior management and employees.</i></p> <p>In 2014, the respective Human Resources and Administration Groups of the Company and its Operating Companies disseminated the Code to their respective employees by conducting orientations where the Company's corporate governance policies, as well as the Code, were discussed in detail. Every year thereafter, the Company and its Operating Companies conduct similar orientations for new employees. Each employee has been given a copy of the Code. Each employee submits an acknowledgment receipt to confirm receipt of a copy of the Code.</p>	

		<p>Since then, at the start of the succeeding calendar year, the employees of the Company and its Operating Companies accomplish an Annual Certificate of Integrity and Compliance to confirm their compliance with the Code of Business Conduct and Ethics during the previous year.</p> <p>The Company and its Operating Companies reported 100% compliance with the submission of such employee certifications for 2021.</p> <p>The Company is also scheduled to conduct refresher sessions on the Code of Business Conduct and Ethics to its employees in 2022.</p>	
<p>3. The Code is disclosed and made available to the public through the company website.</p>	<p>COMPLIANT</p>	<p><i>Provide a link to the company's website where the Code of Business Conduct and Ethics is posted/ disclosed.</i></p> <p>Please refer to these links:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Code of Business Conduct and Ethics</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-</p>	

		practices; Procurement Governance Suppliers and Purchasing Policy	
--	--	---	--

Supplement to Recommendation 7.1			
<p>1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.</p>	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the company's policy and procedure on curbing and penalizing bribery</i></p> <p>Please see:</p> <p>(a) Standards of Business Conduct and Ethics, Part V (H) and (I)</p> <p>(b) Procurement Governance Policy: Suppliers and Purchasing, Appendix "C" of the Code</p> <p>(c) Policy on Gifts, Hospitality and Entertainment, Appendix "D" of the Code</p> <p>(d) Whistle Blowing Policy, Appendix "E" of the Code</p> <p>All of the above may be accessed through:</p> <p>https://www.nickelasia.com/corporate-governance/policies-processes-and-practices</p>	
Recommendation 7.2			
<p>1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.</p>	COMPLIANT	<p><i>Provide proof of implementation and monitoring of compliance with the Code of Business Conduct and Ethics and internal policies.</i></p>	
<p>2. Board ensures the proper and efficient implementation and monitoring of</p>	COMPLIANT	<p>The Company requires all of its employees to submit annually an</p>	

<p>compliance with company internal policies.</p>		<p>Annual Certification of Integrity and Compliance attesting to their compliance with the Code of Business Ethics and Conduct. A copy of such form is attached to this report as Annex 9.</p> <p><i>Indicate who are required to comply with the Code of Business Conduct and Ethics and any findings on non-compliance.</i></p> <p>The Code of Business Conduct and Ethics covers Directors, Officers and Employees of Nickel Asia Corporation and its subsidiaries</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 2 of the Code</p>	
---	--	---	--

Disclosure and Transparency

Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.

Recommendation 8.1

<p>1. 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.</p>	<p>COMPLIANT</p>	<p>The Company's corporate disclosure policies are set forth in Article IV of the Manual of Corporate Governance:</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices, Manual of Corporate Governance, at page 25.</p>	
---	-------------------------	---	--

Supplement to Recommendations 8.1

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of days within which the consolidated and interim reports were published, distributed or made available from the end of the fiscal year and end of the reporting period, respectively.</i></p> <p>The Company disclosed its financial results for the year December 31, 2021 by way of a press release on March 10, 2022:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=058cc6ef3aaed4a93470cea4b051ca8f</p> <p>It uploaded its SEC Form 17-A Annual Report, which includes its consolidated audited financial statements for the fiscal year ended December 31, 2021 on April 13, 2022:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=779a6859b864d2df3470cea4b051ca8f</p> <p>It amended its SEC Form 17-A Annual Report on April 18, 2022 to include the SEC copy of 2021 Parent Company Financial Statements of Nickel Asia Corporation:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=6f02eaed0b2794883470cea4b051ca8f</p>	
---	-------------------------	--	--

		<p>Consolidated audited financial statements for 2021 were released and uploaded to the Company's website.</p> <p>https://nickelasia.com/investor-relations/financial-reports; SEC 17A Annual Report 2021 – April 18, 2022</p> <p>Interim (quarterly) reports for 2021 and for the first quarter of 2022 were uploaded to the Company's website within 45 days or the extended deadline provided by the Securities and Exchange Commission from the end of the reporting period</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for First Quarter 2021 – May 10, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for Second Quarter 2021 – August 6, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for Third Quarter 2021 – November 5, 2021</p> <p>https://nickelasia.com/investor-relations/financial-reports; Financial Report for the First Quarter 2022 – May 10, 2022</p>	
--	--	--	--

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the company's annual report where the following are disclosed:</i></p> <ol style="list-style-type: none"> <i>1. principal risks to minority shareholders associated with the identity of the company's controlling shareholders;</i> <i>2. cross-holdings among company affiliates; and</i> <i>3. any imbalances between the controlling shareholders' voting power and overall equity position in the company.</i> <p>No shareholder or group of shareholders is a controlling shareholder of the Company. The Company discloses the stockholders who own more than five percent (5%) of the Company's stock on a quarterly basis including the Public Ownership Report and in the Information Statements provided to the shareholders annually.</p> <p>The Company as well has no cross-holdings among company affiliates.</p> <p>There are no imbalances on shareholders' voting power by virtue of no controlling shareholder.</p> <p>2021 Information Statement:</p>	
--	-------------------------	---	--

		<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7b5cd68201cf8fd5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscVier.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>Public Ownership Reports for the first to fourth quarters of 2021 and for the first quarter of 2022:</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=b82701b9f1692cc25d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=88f2e2b467321b855d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=84915f9bef12565b5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=8a01fd91f9a65713470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=6f3ee152583b53e23470cea4b051ca8f</p>	
--	--	---	--

Recommendation 8.2

<p>1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to the company's policy requiring directors and officers to disclose their dealings in the company's share.</i></p>	
<p>2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three business days.</p>	<p>COMPLIANT</p>	<p>a) Policy requiring Directors and Officers to report any dealings in shares of stock of the Company within three (3) business days</p> <p>This rule is part of the Company's Insider Trading Policy, Appendix B of the Company's Code of Business Conduct and Ethics. https://nickelasia.com/corporate-governance/policies-processes-and-practices (Exhibit "1" of the Code)</p> <p>The Company also issues memoranda/reminders regarding this policy from time to time.</p> <p>b) Policy on reporting of dealings of Directors and Officers in shares of stock of the Company, Article IV(A)(2) of the CG Manual</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; page 25 of CG Manual)</p>	

		<p><i>Indicate actual dealings of directors involving the corporation's shares including their nature, number/ percentage and date of transaction.</i></p> <p>Trading of the Corporation's shares by directors and officers are disclosed on PSE EDGE and 23-B reports:</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=7de21b22520f3df25d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=ab433bdce6c3dc965d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=834a64a132439c8c5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=4a75da338d93c3c35d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=dbcb59187c4beaf55d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=c69acaad03ec15795d542af6f1e997b9</p>	
--	--	---	--

		<p>https://edge.pse.com.ph/openDiscVier.do?edge_no=8f7b7a283dbb01045d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=cd93893172cf0e845d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=860047e3bd4fab4b5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=b72a241f80887ed35d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=ea86a87cde83a8ec5d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=5912bbe7172c07895d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=b99d28cf02b7f2215d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=a379bff3498987165d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscVier.do?edge_no=629529834a23d5f63470cea4b051ca8f</p>	
--	--	--	--

	<p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=2ad5ba4caefbec3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=e583c79a653946f53470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=d2d53125521d152d3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=70cc6606e5f408403470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=861b5a7d5084f8f43470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=645d62c5ac7b20093470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=3a0f5ffe67c43bb03470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=a2818d2fc2a8249e3470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscVierwer.do?edge_no=00f10268aac424c33470cea4b051ca8f</p>	
--	--	--

Supplement to Recommendation 8.2			
<p>1. 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).</p>	COMPLIANT	<p><i>Provide information on or link/reference to the shareholdings of directors, management and top 100 shareholders.</i></p> <p>Shareholdings of Directors and Officers are disclosed in the Information Statement</p> <p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6f1e997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p> <p>Top 100 shareholders</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=e1cf25c4f7ed0c355d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=88f2e2b467321b855d542af6f1e997b9</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=84915f9bef12565b5d542af6f1e997b9</p>	

		<p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=8a01fdf91f9a65713470cea4b051ca8f</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=6f3ee152583b53e23470cea4b051ca8f</p> <p><i>Provide link or reference to the company's Conglomerate Map.</i></p> <p>https://nickelasia.com/about-us/corporate-structure</p>	
Recommendation 8.3			
<p>1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the directors' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.</i></p> <p>The above information is contained in the Information Statement distributed to the shareholders each year and posted on the Company's website</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 9 to 12</p>	

		https://nickelasia.com/investor-relations/company-disclosures#panel2 ; Definitive Information Statement for 2022, pages 7 to 11	
<p>2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	<p>COMPLIANT</p>	<p>Provide link or reference to the key officers' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.</p> <p>The above information is contained in the Information Statement distributed to the shareholders each year and posted on the Company's website.</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 14 to 21</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, pages 15 to 20</p>	
<p>Recommendation 8.4</p>			

<p>1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.</p>	<p>COMPLIANT</p>	<p><i>Disclose or provide link/reference to the company policy and practice for setting board remuneration</i></p> <p>The policy and practice of the Company in respect of Board remuneration is that directors do not receive remuneration other than reasonable per diems, the amount of which is disclosed in the Information Statement provided annually to shareholders and posted on the Company's website</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2021, pages 26 to 28</p> <p>https://nickelasia.com/investor-relations/company-disclosures#panel2; Definitive Information Statement for 2022, pages 25 to 28.</p>	
<p>2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.</p>	<p>COMPLIANT</p>	<p><i>Disclose or provide link/reference to the company policy and practice for determining executive remuneration</i></p> <p>Please see CG Manual, Art. III(C) on functions of CG Committee in respect of Remuneration:</p>	

		<p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 17 of the CG Manual)</p> <p>The Company has a confidential salary structure specifically for officers with corresponding benefits. The rates of Officers are discussed and determined by the Corporate Governance Committee acting as Remunerations Committee.</p> <p>Previously, the Company participated in the Willis Tower Watson Data Services compensation survey for energy and natural resources to benchmark on compensation and enlisted the services of a compensation consultant to assist in job evaluation and performance metrics. The Company is in the process of revising and realigning the compensation of its key officers.</p>	
<p>3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.</p>	<p>NOT COMPLIANT</p>	<p><i>Provide breakdown of director remuneration and executive compensation, particularly the remuneration of the CEO.</i></p> <p>The Company does not disclose the remuneration of officers on an individual basis.</p>	<p>For reasons of safety and security, the Company does not disclose the remuneration of officers on an individual basis. The remuneration of the top 5 (CEO and Top 4) highest paid officers as a group are presented in the Information Statement.</p>

		<p>A copy of the Company's Retirement Policy and the Retirement Plan is attached to this Report as Annex 10.</p>	<p>2021 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7b5cd68201cf8f8d5d542af6file997b9</p> <p>2022 Information Statement: https://edge.pse.com.ph/openDiscViewer.do?edge_no=7c655feff15165ca3470cea4b051ca8f</p>
Recommendation 8.5			
<p>1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.</p>	<p>COMPLIANT</p>	<p><i>Disclose or provide reference/link to company's RPT policies</i></p> <p>The Company's RPT policies may be found in:</p> <p>(a) Article III (B) of the CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual</p> <p>(b) Revised Policy and System Governing Related Party Transactions, Annex "2" of CG Manual https://nickelasia.com/corporate-governance/policies-processes-and-practices; Related Party Transactions Policy</p>	

		<p><i>Indicate if the director with conflict of interest abstained from the board discussion on that particular transaction.</i></p> <p>Yes, a director with a conflict of interest refrains from board discussion on that particular matter.</p>	
<p>2. Company discloses material or significant RPTs reviewed and approved during the year.</p>	<p>COMPLIANT</p>	<p><i>Provide information on all RPTs for the previous year or reference to a document containing the following information on all RPTs:</i></p> <ol style="list-style-type: none"> <i>1. name of the related counterparty;</i> <i>2. relationship with the party;</i> <i>3. transaction date;</i> <i>4. type/nature of transaction;</i> <i>5. amount or contract price;</i> <i>6. terms of the transaction;</i> <i>7. rationale for entering into the transaction;</i> <i>8. the required approval (i.e., names of the board of directors approving, names and percentage of shareholders who approved) based on the company's policy; and</i> <i>9. other terms and conditions</i> <p>RPTs in 2021 were carried over from previous years.</p>	

		<p>RPTs are listed in Note 34, pages 79 to 85 of the Audited Financial Statements as of the year ended 31 December 2021, which form part of the Company's 2021 Annual Report on SEC Form 17-A:</p> <p>https://edge.pse.com.ph/openDiscViewer.do?edge_no=779a6859b864d2df3470cea4b051ca8f</p>	
Supplement to Recommendation 8.5			
<p>1. Company requires directors to disclose their interests in transactions or any other conflict of interests.</p>	COMPLIANT	<p><i>Indicate where and when directors disclose their interests in transactions or any other conflict of interests.</i></p> <p>Please refer to the Company's Policy on Conflict of Interest, Appendix A of the Code on Business Conduct and Ethics</p> <p>https://nickelasia.com/corporate-governance/policies-processes-and-practices; Conflict of Interest Policy</p> <p>Directors who may have an interest in a specific transaction so indicate during the meeting and abstain from voting thereon. Such abstention, if any is reflected in the minutes of the relevant Board meeting.</p>	
Optional : Recommendation 8.5			
<p>1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.</p>	COMPLIANT	<p><i>Provide link or reference where this is disclosed, if any</i></p> <p>The Company's Corporate Governance policies mandate that</p>	

		<p>RPTs must be conducted in such a way to ensure that they are fair and at arms' length. Please refer to:</p> <p>(a) CG Manual, Article III (7 to 7.3, Inclusive https://nickelasia.com/corporate-governance/policies-processes-and-practices; Page 12 of CG Manual)</p> <p>(b) Charter of the RPT Committee, Sec. 4 https://nickelasia.com/corporate-governance/policies-processes-and-practices (Appendix "9" of the CG Manual, page 90 thereof)</p> <p>(c) Code of Business Conduct and Ethics, F (1-4, inclusive) https://nickelasia.com/corporate-governance/policies-processes-and-practices (page 5 of the Code)</p>	
--	--	--	--

Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report is signed on behalf of the registrant **Nickel Asia Corporation** by the undersigned in the City of Taguig on _____.



GERARD H. BRIMO
Chairman of the Board



JAIME J. BAUTISTA
Independent Director



BARBARA ANNE C. MIGALLOS
Corporate Secretary

SIGNATURES



MARTIN ANTONIO G. ZAMORA
President and Chief Executive Officer



ANGELO RAYMUNDO Q. VALENCIA
Independent Director




GEORGINA CAROLINA Y. MARTINEZ
Senior Vice President – Compliance and Corporate Services
Compliance Officer

SUBSCRIBED AND SWORN before me this 30 May 2022, affiants exhibiting to me their valid government IDs as follows:

Name	Competent Evidence of Identity	Date and Place Issued
Gerard H. Brimo	Philippine Passport No. P7274048B	27 July 2021, DFA NCR East
Martin Antonio G. Zamora	Philippine Passport No. P5236537B	June 18, 2020, DFA Manila
Jaime J. Bautista	Philippine Passport No. P9883308B	May 1, 2022 DFA Manila
Angelo Raymundo Q. Valencia	Philippine Driver's License No. NO3-87-038272	Apr. 18, 2018, LTO
Barbara Anne C. Migallos	Philippine Passport No. P7148981A	May 11, 2018, DFA Manila
Georgina Carolina Y. Martinez	Philippine Passport No. P685008A	Apr. 21, 2018, DFA Manila

Doc. No. 407
Page No. 83
Book No. 2
Series of 2022.


KATHRYN ROSALIE B. FADERON-DIONISIO
Appointment No. 54 (2020-2021)
Notary Public for and in the City of Taguig
Until December 31, 2021
Roll No. 42738
PTR No. A-5195018 dated 26 April 2021 / Taguig City
IBP No. 05593 (lifetime) / O.R. No. 869306 / 09 January 2006
MCLE Compliance No. VI-0018369, until 14 April 2022
28F NAC Tower, 32nd Street, BGC, Taguig City



Institute of Corporate Directors

presents this

Certificate of Participation

to

Niwa Yusuke

Nickel Asia Corporation

for having completed the online course

**Corporate Governance
Orientation Program**

held on

December 6- 7, 2021 | 8:00 am - 12:00 nn
through ZOOM Meetings

Carlos Jose P. Gatmaitan
Chief Executive Officer



Certificate of Attendance

This Certificate is presented to

Gerard H. Brimo

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



This

Certificate of Attendance

is presented to

Gerard H. Brimo

for having completed the seminar on

Corporate Governance

26 April 2022

02:00 p.m. to 06:00 p.m.

Online seminar via MS Teams

A handwritten signature in black ink, appearing to read 'Leonardo J. Matignas, Jr.', is positioned above the printed name.

Leonardo J. Matignas, Jr.
Partner, SGV & Co.



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

**AMLA Compliance in the Age of the
Digital World**

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

**Advanced Corporate
Governance Training**

held on

April 27, 2021

1:00 PM - 5:00 PM

through Microsoft Teams Meeting

A handwritten signature in black ink, appearing to read 'Leonardo M. Berba', is positioned above the printed name and title.

Leonardo M. Berba
Chief Executive Officer



Certificate of Attendance

This Certificate is presented to

Philip Ang

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Martin Antonio Zamora

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Jaime Bautista

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Masahiro Kamiya

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Maria Patricia Riingen

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Angelo Raymundo Valencia

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC

Georgina Y. Martinez
GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

Vincent Edward R. Festin
VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Luis Virata

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Aloysius Diaz

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Georgina Carolina Martinez

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Maria Angela Villamor

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Jose Bayani Baylon

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Rolando Cruz

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Rommel Cruz

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Christopher Fernandez

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Koichi Ishihara

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Michio Iwai

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Gerardo Ignacio Ongkingco

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Romeo Tanalgo

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Salvador Cabauatan

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Remedios Camo

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Jeffrey Escoto

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Patrick Garcia

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Rodrigo Gazmin, Jr.

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Marnelle Jalandoon

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Ryan Rene Jornada

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Arnilo Milaor

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Christine Joanne Navarro

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Iryan Jean Padillo

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Teody Pascual

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Jessie Payuyo

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Kristine Grace Victoria

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



2021 ANNUAL CORPORATE GOVERNANCE ENHANCEMENT SESSION
For Directors, Advisory Board Members and Officers

THIS CERTIFICATE IS AWARDED TO

BARBARA ANNE MIGALLOS

FOR HAVING ATTENDED THE ONLINE SEMINAR

“Becoming Obsessed with the Customer”

HELD ON SEPTEMBER 17, 2021

RICARDO M. PILARES III
VP FOR LEGAL/COMPLIANCE OFFICER
CORPORATE GOVERNANCE OFFICER
METRO PACIFIC INVESTMENTS CORPORATION

MA. LOURDES C. RAUSA-CHAN
CHIEF GOVERNANCE OFFICER
PLDT INC.

JOCELYN C. VILLAR-ALTAMIRA
CORPORATE GOVERNANCE & COMPLIANCE HEAD
MANILA ELECTRIC COMPANY

PARALUMAN M. NAVARRO
CHIEF COMPLIANCE OFFICER
PXP ENERGY CORPORATION

ROMEO B. BACHOCO
CHIEF GOVERNANCE OFFICER
PHILEX MINING CORPORATION

FREDERICK E. REYES
CHIEF GOVERNANCE OFFICER
ROXAS HOLDINGS, INC.





Certificate of Attendance

This Certificate is presented to

Barbara Anne Migallos

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



**2021 ANNUAL CORPORATE
GOVERNANCE ENHANCEMENT SESSION**
For Directors, Advisory Board Members and Officers

THIS CERTIFICATE IS AWARDED TO

BARBARA ANNE C. MIGALLOS

FOR HAVING ATTENDED THE ONLINE SEMINAR

“Agile Leadership”

HELD ON NOVEMBER 12, 2021

RICARDO M. PILARES III
VP FOR LEGAL/COMPLIANCE OFFICER
CORPORATE GOVERNANCE OFFICER
METRO PACIFIC INVESTMENTS
CORPORATION

**MA. LOURDES C.
RAUSA-CHAN**
CHIEF GOVERNANCE OFFICER
PLDT INC.

JOCELYN C. VILLAR-ALTAMIRA
CORPORATE GOVERNANCE &
COMPLIANCE HEAD
MANILA ELECTRIC COMPANY

PARALUMAN M. NAVARRO
CHIEF COMPLIANCE OFFICER
PXP ENERGY CORPORATION

ROMEO B. BACHOCO
CHIEF GOVERNANCE OFFICER
PHILEX MINING CORPORATION

FREDERICK E. REYES
CHIEF GOVERNANCE OFFICER
ROXAS HOLDINGS, INC.





Certificate of Attendance

This Certificate is presented to

Fernando Cruz

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Christian Jae Gascon

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Francisco Aranez, Jr.

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Mary Caroline Lagman

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Cynthia Rosero

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Ronelbert Suguitan

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Lenie Tere

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

Certificate of Attendance

This Certificate is presented to

Artemio Valeroso

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC
IAC NAC NAC NAC NAC NAC NAC

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP
GGAPP GGAPP GGAPP GGAPP

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Ronaldo Ibasco

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Jasmin Josefa Agbon

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

Reynold Mata II

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams

GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION

VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES



Certificate of Attendance

This Certificate is presented to

April Ann Nerva

for participating in the
NAC Group Annual Corporate Governance Seminar
held on September 29, 2021, 1:30 PM to 5:30 PM
through Microsoft Teams



GEORGINA CAROLINA Y. MARTINEZ

Senior Vice President – Compliance and Corporate Support Services
Chief Compliance Officer and Chief Governance Officer
NICKEL ASIA CORPORATION



VINCENT EDWARD R. FESTIN

Chairman
GOOD GOVERNANCE ADVOCATES &
PRACTITIONERS OF THE PHILIPPINES

CERTIFICATION

I, **ROMMEL L. CRUZ**, of legal age, Filipino, with office address at the 28th Floor NAC tower, 32nd Street, Bonifacio Global City, Taguig City, after having been duly sworn in accordance with law, hereby state that:

1. I am the Vice President –Mine Strategic Planning and Office-in-Charge, VP-Revenue Generation of Nickel Asia Corporation (the “Company”), a corporation duly organized and existing under the laws of the Republic of the Philippines, with principal office address at the 28th Floor NAC tower, 32nd Street, Bonifacio Global City, Taguig City.

2. I certify that for the year 2021, the Company had regular operations meetings on the following dates:

January 22, 2021
February 19, 2021
March 16, 2021
April 16, 2021
May 14, 2021
June 18, 2021
July 16, 2021
August 13, 2021
September 17, 2021
October 29, 2021
November 19, 2021

3. I am issuing this Certification to attest to the truth of the foregoing and for all legal purposes that this may serve.


Issued on MAY 17 2022 at Taguig City.


ROMMEL L. CRUZ

Vice President – Mine Strategic Planning and
Officer-in-Charge, VP-Revenue Generation

SUBSCRIBED AND SWORN to before me, a Notary Public for and in the City of Taguig this _____ . Affiant exhibited to me his Philippine Passport No. P1178472B issued by the Department of Foreign Affairs on 25 March 2019 and valid until 24 March 2029.

Doc. No. 402
Page No. 82
Book No. 2
Series of 2022.


KATHRYN ROSALIE B. FADERON-DIONISIO
Appointment No. 54 (2020-2021)
Notary Public for and in the City of Taguig
Until December 31, 2021
Roll No. 42738

PTR No. A-5195018 dated 26 April 2021 / Taguig City
IBP No. 05593 (Lifetime) / O.R. No. 669506 / 05 January 2006
MCLE Compliance No. VI-0018369, until 14 April 2022
28F NAC Tower, 32nd Street, BGC, Taguig City



MEMORANDUM

TO : ALL OFFICERS
 FROM : PRESIDENT & CEO
 SUBJECT : STRATEGY EXECUTION PROCESS
 DATE : May 21, 2018

All units of the Company are responsible for the execution of the Company's business strategy and objectives, as reviewed and approved by the Board of Directors. In this regard, Management, shall (i) regularly monitor and measure the effectivity of the business strategy adopted to ensure that corporate objectives are met, (ii) timely report to the Board of Directors major issues encountered in the implementation of the business strategy and where necessary, provide recommendations or propose an alternative and more optimal approach in order to achieve the corporate objectives, and (iii) ensure that the execution of the business strategy is aligned with the Company's Vision, Mission and Values.

Short-Term Strategy: Annual Corporate Objectives

The annual corporate objectives of the Company shall be specified and determined during the Company's budgetary process. The budget shall be presented for the approval of the Board of Directors.

To monitor, measure and ensure that the annual corporate objectives are achieved and to determine the effectivity of the strategy implemented by the Company,

1. The COO shall conduct monthly operations meetings among the OPCOs to monitor operations, production, safety, environment and regulatory compliance of each OPCO as against the annual goals (each, an "Ops Meeting");
2. The CFO shall conduct a monthly finance review among the OPCOs, marketing and the Executive Vice President (EVP) for business development to track the financial performance of each OPCO versus annual budget and actual performance for the same period in the previous year (each, a "Finance Review"); and
3. Results of the Ops Meetings and Finance Review shall be reported to the Board of Directors during its regular quarterly meetings.

Nothing herein shall preclude the Board of Directors, the President & CEO or the EVP from conducting any other activity or adopting any other method to monitor, measure and determine the effectivity of the strategy execution.


Long Term Strategy: Goals/Objectives

The Company's long-term corporate objectives shall be formulated by the President & CEO in collaboration with the EVP and the senior management team, as warranted, for the evaluation and approval by the Board of Directors.

The President and Executive Vice President shall jointly develop a strategic plan to achieve the approved long-term corporate objectives. Such plan shall identify specific directions that the Company will pursue to sustain its growth by identifying available opportunities, taking into consideration Company's strengths and identified weaknesses and threats. The strategic plan shall provide action programs and metrics needed to ensure that the Company is on track in achieving the approved long-term goals and objective.

The plan shall be reviewed periodically by the President & CEO and the EVP. Any changes shall be communicated to the Board of Directors for approval.

For your guidance and implementation,



GERARD H. BRIMO
President & CEO

REPUBLIC OF THE PHILIPPINES)
MAKATI CITY) S.S.

SECRETARY'S CERTIFICATE

I, **BARBARA ANNE C. MIGALLOS**, of legal age, Filipino, and with office address at 7th Floor, The Phinma Plaza, 39 Plaza Drive, Rockwell Center, Makati City, after having been duly sworn in accordance with law, hereby certify that:

1. I am the duly elected and incumbent Corporate Secretary of NICKEL ASIA CORPORATION, (the "Company"), a corporation duly organized and existing under the laws of the Republic of the Philippines, with office address at the 28th Floor, NAC Tower, 32nd Street, Bonifacio Global City, Taguig City.

2. My duties and responsibilities include attendance at, and taking the Minutes of meetings of the Company's Board of Directors, the Board Committees and Shareholders.

3. I attended meetings of the **Corporate Governance Committee**, the mandate of which includes Remuneration [CG Manual at Art. III (C)] and I hereby certify that:

a) The Corporate Governance Committee (CG Committee), which functions as the Remuneration Committee, had the following meetings in 2021, at which meetings the minutes were duly taken and recorded:

- (i) 25 May 2021,
- (ii) 7 September 2021, and
- (iii) 25 November 2021.

b) At the said meetings, the Committee upon consultation with members of the Board of Directors considered and approved the compensation of Senior Officers of the Company and its Operating Subsidiaries, including salary increases and allowances. The Committee further considered and approved the mid-year and year-end bonus programs for officers as well as employees of the Company and its Operating Subsidiaries.

c) No Director participated in the deliberations involving his own remuneration. Independent Directors and Non-Executive Directors do not receive any compensation other than reasonable per diems.

4. I attended meetings of the **Audit Committee** and I hereby certify that:

a) The Audit Committee, chaired by Independent Director Frederick Y. Dy until 04 June 2021, and by Independent Director Jaime J. Bautista from June 4, 2021 to the present, had meetings with the external auditors on the following dates, at which meetings the minutes were duly taken and recorded:

- (i) 10 March 2021,
- (ii) 5 May 2021,
- (iii) 4 August 2021, and
- (iv) 4 November 2021.

b) The meetings of the Audit Committee included session for dialogues with the external audit team which were held without the presence of anyone other than management.

c) The Audit Committee approves the appointment and removal of the internal auditor as provided in the Charter of the Audit Committee. In 2021, there was no change in the internal auditor.

5. I also attended meetings of the **Board Risk Oversight Committee (BROC)**, and hereby certify that:

a) The BROC, chaired by Independent Director Angelo Raymundo Q. Valencia, held the following meetings, at which meetings the minutes were taken and duly recorded:


- (i) 10 March 2021,
- (ii) 5 May 2021,
- (iii) 4 August 2021, and
- (iv) 4 November 2021.

6. I likewise attended meetings of the **Related Party Transactions Committee (RPT Committee)** chaired by Director Masahiro Kamiya, a Non-executive Director. The RPT Committee held the following meetings, at which meetings the minutes were taken and duly recorded:

- (i) 10 March 2021,
- (ii) 5 May 2021,
- (iii) 4 August 2021, and
- (iv) 4 November 2021.

7. This Certification is executed in support of the Company's Integrated Annual Corporate Governance Report, and for whatever legal purpose it may serve.


IN WITNESS WHEREOF, I have hereunto set my hand this 26th day of May 2022 at Makati City, Metro Manila, Philippines.


BARBARA ANNE G. MIGALLOS
Corporate Secretary

SUBSCRIBED AND SWORN to before me this 26th day of May 2022, affiant exhibiting to me her Passport No. P7148981A issued on 11 May 2018 at DFA NCR South, expiring on 10 May 2028 bearing her photograph and signature, in accordance with Rule II, Section 12 and Rule IV Section 2 (b) of the 2004 Rules on Notarial Practice.

Doc. No. 77;
Page No. 16;
Book No. 11;
Series of 2022.

R316 NAC 2021 IACGR Certification /dfp87


RALYANA KNUSHARA M. GADDI
NOTARY PUBLIC FOR AND IN THE CITY OF MAKATI
APPOINTMENT NO. M-219 (2021-2022)
COMMISSION EXPIRES ON DECEMBER 31, 2022
7th Floor, The PHINMA Plaza, 39 Plaza Drive
Rockwell Center, Makati City 1210
PTR No. 8853540; Makati City; 1/3/2022
IBP O.R. No. 178851; Makati City; 1/3/2022
TIN 473-816-131
Attorney's Roll No. 75398
Admitted to the Philippine Bar: 24 July 2020



PERFORMANCE EVALUATION AND DEVELOPMENT SHEET

Employee / Ratee		Current Position of the Ratee	
Company		Date Assigned to Current Position	
Business Unit / Function		Date of Employment	
Direct Superior / Rater		Date of Evaluation	
Position title		Evaluation Period	
Business Unit / Function Head 1		Business Unit/Function Head 2	

Section I: Evaluation of Work Performance	Annual	Other, pls. specify	
--	---------------	----------------------------	--

Instructions

1. Write 3 to 6 performance objectives based on KRA/KPI of the employee for the appraisal period. You may refer to the KRA/KPI and the job description.
2. Quantify these objectives, ensure that the deliverables per objective are clear and measurable.
3. Discuss the objectives between the Ratee and Rater and both parties must agree on the objectives.
4. Write in the space provided the corresponding weight of each objective. The total should equal to 100%.
5. For the appraisal period involved, rate the accomplishment of each objective on a scale of 1 to 5 (with 5 as the highest and .25 for increments):
 - 5 *Outstanding* (O) - Consistently exceeds job requirements
 - 4 *Very Good* (VG) - Consistently meets and occasionally exceeds job requirements
 - 3 *Good* (G) - Consistently meets all job requirements
 - 2 *Needs Improvement* (NI) - Meets most but fails in some of the job requirements
 - 1 *Unacceptable* (U) - Fails in most of the requirements of the job

Performance Objectives

	Weight	Rating
1	0%	
2	0%	
3	0%	
4	0%	
5	0%	
6	0%	
Total and Weight Score:	0%	0.00

Remarks:

Section II: Evaluation of Work Methods/Behavior

Consider the individual's performance in the following areas as evidenced by and related to the objectives listed above. Indicate a rating for each work method by putting an "x" mark on the appropriate column. Space is provided for statements or comments that emphasize strengths and/or needed improvement areas.

A. Management Skills	1	2	3	4	5
Plans, aligns, establishes objectives to OPCO and/or corporate goals					
Organizes people and resources to accomplish objectives					
Ensures the implementation/accomplishment of unit/departament's objectives according to timelines					
Complies with enforces prescribed Company operational SOPs (as well as safety, security, health SOPs)					
Mentors and develops people to ensure business sustainability					
Manages a team or teams effectively to produce desired results or targets					

COMMENTS:

B. Interpersonal Skills:	1	2	3	4	5
Works effectively with other people. Coordinates and cooperates with other groups/departments					
Communicates clearly/effectively, connects with others					
Manages conflict/differences maturely and professionally					

COMMENTS:

Section II: Evaluation of Work Methods/Behavior					
C. Supervising Skills					
Provides direction and alignment so team members can maximize their efforts	1	2	3	4	5
Assigns tasks appropriately, directs or delegates as necessary					
Evaluates Performance of team members regularly, coaches, counsels, controls as needed					
Motivates and inspires the team, strives to give meaning to their jobs					
Conducts/recommends training and development activities for his/her team members					
COMMENTS:					
D. Analytical Skills:					
Identifies, seeks root causes of problems and takes appropriate action	1	2	3	4	5
Interprets and utilizes information for organizational advantage/benefit					
Constantly performs process checking to look for areas for improvement or innovation					
COMMENTS:					
E. Personal Work Characteristics:					
Makes decisions/takes actions based on Corporate values	1	2	3	4	5
Open to new challenges, ideas, learnings and approaches					
Flexible/adaptable as the situations dictate, effective in managing change					
Takes calculated risks, weighs pros and cons prudently					
Stable and cool under pressure/stress					
COMMENTS:					
AVERAGE RATING:					#####

Section III: Overall Performance Rating		
Weight:	I-60%	II-40%
	0.00	#DIV/0!
		Overall Rating
		#DIV/0!

Section IV: Performance Development Plans			
Strengths	How to sustain?	When can the employee assume higher post responsibilities?	
Areas for Improvement	What exposure, training or learning session can help?	Target Date	When can we assess / evaluate progress?

NOTE: The Rater must discuss the ratings with his/her immediate Superior before discussing with the Ratee

Ratee's/Employee's Comments	
	This is to certify that I have read the contents of this performance evaluation and was discussed to me.
Ratee's signature over printed name / date	

Rater's Comments and Recommendation	
Immediate Superior/Rater	Reviewed by HR:
Signature / Date	
Business Unit/Function Head 1	
Signature / Date	
Business Unit/Function Head 2	
Signature / Date	Signature above printed name / date

NOTE: The Rater must discuss the ratings with his/her immediate Superior before discussing with the Ratee



SMART OBJECTIVE SETTING

Employee / Ratee	Direct Superior / Rater
Position Title	Position Title
Business Unit / Function	Period Covered

	Accountabilities (Routine Work Responsibilities)	Weight (%)
1		
2		
3		
4		
5		

Performance Goal				
Specific	Measureable	Achievable	Relevant	Time-bound
<ul style="list-style-type: none"> • What exactly do I want to achieve for the year? • Who is involved?...Where will it be done?...Why am I doing this, reasons/purpose? 	<ul style="list-style-type: none"> • What metrics will you use to determine if you meet your objective? • Can you track the progress and measure the outcome? 	<ul style="list-style-type: none"> • What metrics will you use to determine if you meet your objective? • Can you track the progress and measure the outcome? 	<ul style="list-style-type: none"> • Is it aligned with corporate business goals? 	<ul style="list-style-type: none"> • Does your objective have a time limit? • Objective must be done within a realistic and reasonable period of time.
SMART Objective 1				
SMART Objective 2				
SMART Objective 3				
SMART Objective 5				

Core Competencies necessary in performing to achieve goals and objective.			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employee Name, Signature and Date Signed:	Direct Superior's Name, Signature and Date:		
Performance Review/Meeting Schedule:			
<input type="checkbox"/> Monthly _____	<input type="checkbox"/> Quarterly _____	<input type="checkbox"/> Semestral _____	<input type="checkbox"/> Annual _____

PERFORMANCE EVALUATION AND DEVELOPMENT SHEET

Name:	Current Position:
Location/Area:	Date Assigned to Current Position:
Dept./Section:	Date of Employment:
Name of Supervisor/Rater:	Date of Last Evaluation:
Position:	Date of Current Evaluation:

Section I: Evaluation of Work Performance **Annual** **Other, pls. specify**

- Instructions**
- Write 5 to 6 primary job responsibilities performed by the employee. You may refer to the job description. Evaluate and assign the proper rating for each by putting an "x" mark on the appropriate column.
 - Discuss these job responsibilities with the Ratee and get his/her conformity.
 - For the appraisal period involved, rate the accomplishment of each job responsibility on a scale of 1 to 5 (with 5 as the highest):
 - Outstanding (O)* - Consistently exceeds job requirements
 - Very Good (VG)* - Consistently meets and occasionally exceeds job requirements
 - Good (G)* - Consistently meets all job requirements
 - Needs Improvement (NI)* - Meets most but fails in some of the job requirements
 - Unacceptable (U)* - Fails in most of the requirements of the job

Job Responsibilities

	Weight	Rating
1 _____	<input type="text"/>	<input type="text"/>
2 _____	<input type="text"/>	<input type="text"/>
3 _____	<input type="text"/>	<input type="text"/>
4 _____	<input type="text"/>	<input type="text"/>
5 _____	<input type="text"/>	<input type="text"/>
6 _____	<input type="text"/>	<input type="text"/>
Total and Weight Score:		<input type="text"/>

Section II: Rating of Work Methods

	1	2	3	4	5
Quantity and Quality of work					
Produces/delivers the required volume/quantity/output of work (as agreed upon or as per standard)					
Work output is produced or delivered on time/on schedule					
Work output meets the expectations/standards of the user/receiver					
Takes the initiative/effort to solve problems or look for improvements/innovations					
Work is performed/completed with minimum supervision					
Output is produced with no rework, rejection, backjob, avoidable errors or wastage					
Compliance					
Complies with Corporate Code of Conduct and Site specific rules and regulations					
Compliance with Standard operating procedures/processes to produce outputs/results					
Reports to work on time and observes schedules for breaks					
Working with Supervisor					
Accepts changes in processes, assignments, priorities, additional work					
Accepts directions and constructive suggestions from supervisor					
Communicates with supervisor regarding concerns/problems related to assigned work					
Respectful of persons in positions of higher level/authority					
Working with Peers					
Integrates and relates well with peers/co-employees					
Cooperates with co-employees in the performance of tasks and activities					
Cooperates/ coordinates with other departments/units in job related activities					
Teaches, mentors, coaches, assists incoming employees regarding work					

AVERAGE RATING **0.00**

FOR HR/ PA USE ONLY

Section III: Overall Performance Rating

Weight: **I-70%** **II-30%**
0.00 0.00

Overall Rating
0.00

Section IV. Performance Development Plan

Identify the strengths and areas that require improvement. Describe what actions are recommended or planned to improve performance

Strengths of the employee		How can these be sustained	
Areas for Improvement	What exposure, trainings or learning sessions can help?	Schedule	When to assess progress

Is the employee promotable?

When can the employee assume higher posts?

Section V. Summary of Evaluation

Include reactions of employees, career goals, etc. This section is to be completed jointly by the supervisor and employee

Is the employee performing as expected in his/her job now?

This is to certify that I have read the contents of this performance appraisal for this period.

Employee's Signature:

Over Printed Name

Date: _____

Evaluated by:

Signature over Printed Name

Date: _____

Reviewed by:

Signature over Printed Name

Date: _____

Human Resources Review:

Signature over Printed Name

Date: _____

NOTE: The Rater must discuss the ratings with his/her immediate Superior before discussing with the Ratee

FOR HR/ PA USE ONLY

Section III: Overall Performance Rating

Weight: **I-60%** **II-40%**

0.00	0.00
------	------

Overall Rating

0.00

Section IV. Performance Development Plan

Identify the strengths and areas that require improvement. Describe what actions are recommended or planned to improve performance

Strengths of the employee	How can these be sustained

Areas for Improvement	What exposure, trainings or learning sessions can help?	Schedule	When to assess progress

Is the employee promotable?

When can the employee assume higher posts?

Section V. Summary of Evaluation

Include reactions of employees, career goals, etc. This section is to be completed jointly by the supervisor and employee

Is the employee performing as expected in his/her job now?

This is to certify that I have read the contents of this performance appraisal for this period.

Employee's Signature:

Over Printed Name

Date: _____

Evaluated by:

Signature over Printed Name

Date: _____

Reviewed by:

Signature over Printed Name

Date: _____

Human Resources Review:

Signature over Printed Name

Date: _____

NOTE: The Rater must discuss the ratings with his/her immediate Superior before discussing with the Ratee



Report of the Audit Committee to the Board of Directors

The Audit Committee of Nickel Asia Corporation (the "Company" or "NAC") hereby submits this Report to the Board of Directors in connection with the Committee's compliance with its functions, duties and responsibilities consistent with the Company's Governance Manual and the Charter of the Audit Committee.

Nickel Asia Corporation

Main Office:
28th Floor NAC Tower,
32nd Street, Bonifacio
Global City, Taguig City,
Philippines 1634

Phone: +63 2 8892 6669
+63 2 7798 7622

Fax: +63 2 8892 5344

Web: nickelasia.com

1. The Audit Committee confirms that, as constituted by the Board of Directors, the Audit Committee is composed of three (3) Directors, two (2) of whom are Independent Directors and one (1) a Non-Executive. The Chairman of the Committee is an Independent Director.
2. The NAC Audit Committee had four (4) meetings in 2021:
 - March 10, 2021
 - May 5, 2021
 - August 4, 2021
 - November 3, 2021
3. The Audit Committee discussed with the Internal Audit of the Company, headed by the Company's Chief Audit Executive and with the External Auditor, Sycip, Gorres, Velayo & Co. ("SGV") the scope and the plans for their respective audits.
4. Based on the Audit Committee's review of the reports of, and discussions with, the Chief Audit Executive and the internal audit team as well as discussion with the External Auditor, the Audit Committee confirms that the internal control systems, including financial and operational controls, are adequate and effective.
5. The Audit Committee reviewed and approved all audit services provided by SGV to the Company and its Subsidiaries and the audit fees for such services. Such audit fees are reported in the Company's Information Statement.
6. The Audit Committee also reviewed and approved non-audit work undertaken by the External Auditor and evaluated the External Auditor's independence consistent with prevailing independence standards.
7. The Audit Committee reviewed and discussed the audited financial statements of the NAC Group of Companies for the year ended December 31, 2021 with Management, which has the primary responsibility for the financial statements, and with the External Auditor.

8. Based on such review and discussions and consistent with its oversight responsibility, the Audit Committee recommended to the Board of Directors the approval of the Company's audited financial statements for the year ended December 31, 2021 and its inclusion in the Company's annual reports, including its annual report to the Securities and Exchange Commission on SEC Form 17-A.

Submitted on March 9, 2022.

**Nickel Asia
Corporation**

Main Office:
28th Floor NAC Tower,
32nd Street, Bonifacio
Global City, Taguig City,
Philippines 1634


Phone: +63 2 8892 6669
+63 2 7798 7622

Fax: +63 2 8892 5344

Web: nickelasia.com


Jaime J. Bautista
Committee Chairman
Independent Director


Masahiro Kamiya
Non-Executive Director
Committee Member


Angelo Raymundo Q. Valencia
Independent Director
Committee Member

NICKEL ASIA CORPORATION
Board Assessment Form:
Leading Practices and Principles
on Good Corporate Governance

Ratings:

- 5 **Excellent**
4 **Above average**
3 **Average**
2 **Below Average**
1 **Poor**

	Rating (1-5)	Reason and Suggested Improvements
Structure		
1. The Board has a proper mix of directors with the appropriate skills, knowledge and experience to enable them to effectively participate in Board deliberations.		
2. The Board has a process of selection that ensures an appropriate mix of directors and officers who can perform competently and professionally and add value to the Company.		
3. The powers, roles, responsibilities and accountabilities between the Board and management are clearly defined, segregated and understood.		
4. The Board has the necessary committees in place to assist the Board in the performance of its duties and responsibilities.		
5. The roles of the Chairman and the CEO are separate or, if not there are adequate checks and balances to help ensure that independent outside views, perspective, and judgments are given proper hearing in the Board.		

Leadership, Roles and Responsibilities		
6. The Board, together with the Management determines and periodically reviews the Company's purpose, vision, mission and strategic objectives and business plans and policies that guide and direct activities of the Company, and the means to attain the same.		
7. The Board oversees management's implementation of sound strategic policies and guidelines on major capital expenditures, business strategies, operational budgets, plans and policies.		
8. The Board regularly and periodically monitors the Company's corporate performance against such strategic objectives and business plans.		
9. The Board provides oversight with regard to enterprise risk management and identifies key risk areas and key performance indicators and monitor these factors with due diligence.		
10. The Board adopts and decides on Company's governance principles, model/framework, guideline and practices and oversees the implementation thereof.		
11. The Board ensures that the Company complies with all relevant laws and regulations and endeavors to adopt accepted best business practices.		

12. The Board approves objectives and policies for Company's social, community and environmental performance.		
13. The Board exercises corporate powers in accordance with the principles of sound corporate governance, and secures the Company's long-term viability and success.		
Internal Control		
14. The Board has a good understanding of Management's responsibilities in relation to internal control.		
15. The Board ensures the continuing soundness, effectiveness and adequacy of the Company's internal control environment.		
16. The Board ensures that the Company has an internal audit system that can reasonably assure that the Company's key organizational and operational controls are complied with.		
17. The Board ensures that the Company has an independent audit mechanism for the proper audit and review of financial statements by independent auditors.		
18. The Board adopts a system of check and balance within the Board and regularly reviews its system of checks and balances for effectiveness.		

Code of Conduct & Other Corporate Governance Policies		
19. The Board understands and actively promotes the Company's principles and values.		
20. There is a written Code of Business Conduct and Ethics (the "Code of Conduct") to be followed by the Board, CEO, officers and employees.		
21. There is a formal system to monitor compliance with the Code of Conduct.		
22. The Code of Conduct is communicated, understood and followed by the Board, CEO, officers and employees.		
23. The Code of Conduct provides that there shall be no waiver of any provision of the Code of Conduct in favor of directors or officers, except when expressly granted by the Board and any such waiver must be promptly disclosed to the stockholders.		
24. There is a formal channel established to allow employees to report unethical conduct.		
25. The Board ensures has and is communicating and implementing a formal conflict of interest policy and it contains guidelines and provisions prohibiting the Company whether directly or indirectly from granting loans to directors and officers.		

**Nickel Asia Corporation
Self-Assessment – Individual Director**

Ratings:

- 5 Excellent
- 4 Above average
- 3 Average
- 2 Below Average
- 1 Poor

Leading Practices and Principles on Good Corporate Governance	Rating	Reason and Suggested Improvements
1. I understand the mission, vision and values of the Company.		
2. I act in a manner characterized by transparency, accountability, integrity and fairness fully aware that the office of a director is one of trust and confidence.		
3. I devote sufficient time and attention necessary to properly discharge and effectively perform my duties and responsibilities as a member of the Board.		
4. I keep myself updated on developments in the Company, including its financial and operational performance.		
5. I ensure that my personal interest do not conflict with the interest of the Company.		
6. I exercise independent judgment.		
7. I have a working knowledge of the statutory and regulatory requirements affecting the Company, including the contents of its Articles of		

Incorporation and By-Laws, the requirements of the SEC, and where applicable, the requirements of other regulatory agencies.		
8. I observe confidentiality of non-public information acquired by reason of my position as a director.		
9. I attend all board meetings except when prevented by justifiable cause.		
10. I actively participate in board discussions and deliberations.		
11. I take steps, such as attendance in seminars, reading journals and other materials, to enhance and update my knowledge on corporate governance and enable me to discharge my duties and responsibilities as a director.		
12. I am aware of key issues and challenges facing the Company today and in the future.		

**Board Self-Assessment
Individual Director**

Nickel Asia Corporation
Self-Assessment Form
Corporate Governance Committee

Ratings:

5	Excellent
4	Above average
3	Average
2	Below Average
1	Poor

	Rating	Comments – areas for improvement
Committee Structure and Procedures		
1. Committee has at least three members, two of whom are Non-Executive Directors		
2. Chairman of the Committee is an Independent Director		
3. Committee meets at least twice in a calendar year		
4. Minutes of committee meetings are prepared and records are kept		
Functions and responsibilities: Does the Committee fulfill its functions and responsibilities?		
5. The Committee fulfills its responsibility to ensure proper observance of corporate governance principles and best practices, including:		
<p>a. Corporate governance framework: the Committee oversees the implementation of the corporate governance framework and periodically reviews the framework to ensure that it remains appropriate in the light of the Company's size, complexity and business strategy, as well as its business and regulatory environments.</p> <p>b. Corporate Governance policies: Recommends corporate governance policies and ensures that these are reviewed and updated regularly and consistently implemented</p>		

ANNEX

**Nickel Asia Corporation
Self-Assessment Form
Board Risk Oversight Committee**

Ratings:

- 5 **Excellent**
- 4 **Above average**
- 3 **Average**
- 2 **Below Average**
- 1 **Poor**

	Rating	Comments – areas for improvement
Committee Structure and Procedures		
1. Committee has at least three members, two of whom are Independent Directors		
2. Chairman of the Committee is an Independent Director		
3. Committee meets at least twice in a calendar year		
4. Minutes of committee meetings are prepared and records are kept		
Functions and responsibilities: Does the Committee fulfill its functions and responsibilities?		
5. The Committee fulfills its functions and responsibilities, including		
a. Develop a formal enterprise risk system which contains: <ul style="list-style-type: none"> • a risk register • well-defined risk management goals, objectives and oversight • uniform processes of assessing risks and developing strategies to manage prioritized risks • design and implement risk management strategies • continuing assessment to improve risk strategies, processes and measures 		
b. Oversee the implementation of the enterprise risk management (ERM) plan; conduct regular discussions		

**NICKEL ASIA CORPORATION
AUDIT COMMITTEE SELF-ASSESSMENT
FOR THE YEAR 2017**

ANNEX 8-D

Specific actions/Dimensions	Part of the Audit Committee Charter (Y/N)	Has this been Implemented? (Y/N)	Follow up actions needed
Setting of Committee Structure and Operation			
1. At least 3 directors compose the Committee			
2. Chairman is independent director			
3. Qualifications and skills of members and chair			
4. Financial knowledge			
5. Succession plan of members and chair			
6. Meetings (frequency, etc)			
7. Reporting to the board and issuance of certification on critical compliance issues			
Evaluations			
Resources including outside advisors			
Training and education			
Assessment on Financial Reporting and Disclosures			
Depth of understanding of the company's business and the industry in which it operates			
Consistency with financial reporting obligations			
Clarity of management's responsibility over financial statements			
Appropriateness of accounting policies adopted by management			
Reasonableness of estimates, assumptions, and judgments used in the preparation of the financial statements			
Identification of material errors and fraud, and adequacy of risk controls			
Availability of measures in case of finding or error or misstatement in financial reporting			
Identification of unusual or complex transactions, including related party transactions			
Determination of impact of new accounting standards and interpretation			

Specific actions/Dimensions	Part of the Audit Committee Charter (Y/N)	Has this been implemented?	Follow up actions needed
10. Assessment of financial annual and interim reports as to completeness, clarity, consistency and accuracy of disclosures of material information including on subsequent events and related party transactions			
11. Review of management representation letter before submission to external auditor			
12. Communication of the audit committee with legal counsel covering litigation, claims, contingencies or other significant legal issues that impact financial statements			
13. Fair and balance review of financial reports			
14. Assessment of correspondence between the company and regulators regarding financial statement filings and disclosures			
Oversight on Risk Management and Internal Controls			
1. Obtaining management assurance on the state of internal controls			
2. Review of internal auditor's evaluation of internal controls			
3. Evaluation of internal control issues raised by external auditors			
4. Assessment of control environment including IT systems and functions			
5. Setting a framework for fraud prevention and detection, including whistle-blower program			
6. Deliberation on findings of weaknesses in controls and reporting process			
7. Understanding and assessment of identified risks			
8. Evaluation of sufficiency and effectiveness of risk management processes and policies			
9. Preparation and implementation of business continuity plan			
10. Promotion of risk awareness in the organization			

Specific actions/Dimensions	Part of the Audit Committee Charter (Y/N)	Has this been implemented? (Y/N)	Follow up actions needed
Oversight on Management and Internal Audit			
1. Evaluation on compliance with the Code of Conduct for management			
2. Communication with management and internal auditor			
3. Assessment of adequacy of resources and independence of internal auditor			
4. Qualifications of an internal auditor			
5. In-house or outsource internal audit function			
6. Compliance with International Standards on the Professional Practice of Internal Auditing			
7. Review and approval of annual internal audit plan			
8. Extent and scope of internal audit work			
9. Reporting process			
Oversight on external audit			
1. Assessment of independence and professional qualification and competence of external auditor			
2. Engagement and rotation process of external auditor or firm			
3. Review and approval of scope of work and fees of external auditor			
4. Assessment of non-audit services			
5. Understanding disagreements between the auditor and management			
6. Actions on the findings of the external auditor			
7. Management's competence on financial reporting responsibilities including aggressiveness and reasonableness of decisions			
8. Evaluation of performance of external audit – reappointment and resignation			
9. Compliance of external auditor with auditing standards			
10. Completeness and timeliness of communication with external auditor as to critical policies, alternative treatments, observations on internal control, audit adjustments, independence, limitations on the audit work set by management, and other material issues that affect the audit and financial reporting			

Overall rating:

9-10 – Excellent

7-8 – Very good

5-6 – Good

3-4 – Fair

1-2 - Poor

ANNUAL CERTIFICATE OF INTEGRITY AND COMPLIANCE

At Nickel Asia Corporation, we are expected to act with integrity in accordance with our Code of Business Conduct and Ethics, and we review our activities and certify our compliance with the Code each year.

Please answer the following questions and complete the balance of the form.

1) Have you read, and do you understand, the Company's Code of Business Conduct and Ethics (Code)?

Yes _____ No _____

2) Have you conducted our business activities in accordance with the Code?

Yes _____ No _____

3) Have you complied with all Company internal accounting controls and procedures?

Yes _____ No _____

4) Have you been involved in raising, investigating, or resolving a Code issue?

Yes _____ No _____

5) Do you wish to raise a Code issue for corrective action in this certificate? If so, please describe the issue here.

For questions 1, 2, and 3 if you have answered "no", please provide a detailed explanation.
Do you have any additional comments?

Name: _____

Title: _____

Date: _____

Schedule IV

**NICKEL ASIA CORPORATION
RETIREMENT PLAN**

RULES AND REGULATIONS

**ARTICLE I
NAME, PURPOSE AND EFFECTIVE DATE**

Section 1. NAME

The name of this Plan shall be the **NICKEL ASIA CORPORATION RETIREMENT PLAN**.

Section 2. PURPOSE

This Plan shall establish the **NICKEL ASIA CORPORATION RETIREMENT TRUST FUND** which will provide retirement, death, disability, and severance benefits for all eligible employees of the Company.

Section 3. DATE AND EFFECTIVITY

The Plan shall be in effect on January 1, 2014.

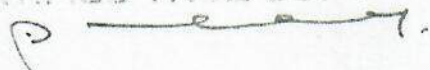
**ARTICLE II
DEFINITION OF TERMS**

Section 1. DEFINITIONS

The following words or phrases used in the Plan shall be defined as follows:

- a) "Company" shall mean **NICKEL ASIA CORPORATION**.
- b) "Plan" shall mean the Retirement Plan adopted herein together with any amendments or further amendments duly adopted by the Company.
- c) "Fund" shall mean the Retirement Trust Fund established under this Plan, and shall mean generally the Company's contributions together with all income, gains and other additions thereto, less any losses, expenses, and benefit payments therefrom.
- d) "Trustee" or "Trustees" shall mean the entity, person or persons appointed by the Company responsible for the assets of the fund and general administration of the Plan.
- e) "Member" shall mean any officer or employee who has qualified for membership under Article III and whose membership has not been terminated.



CERTIFIED TRUE COPY
By: 
E. M. ZALAMEA, BSA, FMA, MAC
Actuary
E. M. ZALAMEA ACTUARIAL SERVICES, INC.

-
- f) "Plan Salary" or "Pay" shall mean the latest daily salary paid to the Member, or if paid monthly shall be converted to daily, for services rendered during normal working days and hours excluding allowances, overtime pay, commissions, bonuses and/or profit-sharing payments and other fluctuating emoluments or monetary benefits which are not considered as part of or integrated into the regular salary of the employee.
 - g) "Service" shall mean the period of service rendered by a Member as determined from the records of the Company. Period of service shall be reckoned from date of hire to date of retirement, death, permanent disability, or severance.
 - h) "Credited Service" shall mean the number of years and completed months of Service rendered by the Member. For purposes of determining the number of years of Credited Service, leave of absence without pay shall not be considered while a fraction of six (6) months or more shall be considered as one (1) year and a fraction of less than six (6) months shall be in accordance with Company policy.
 - i) "Regular Employment Status" shall mean an employee who is under the regular payroll of the Company on a full-time basis, including probationary employees, and is not considered a consultant, a casual, a contractual or project employees.
 - j) "Beneficiary" shall mean the person or persons who shall receive the death benefit provided for herein. The nomination of beneficiaries shall be in accordance with Article VI Section 2.
 - k) "Actuarial Advisor" shall mean a person who is accredited with the Insurance Commission as an actuary or a consulting firm with an accredited actuary in its staff.

Section 2. GENDER

The masculine pronoun shall include the feminine gender and the single number shall include the plural unless the context indicates otherwise.

**ARTICLE III
MEMBERSHIP**

Section 1. MEMBERSHIP

Membership in the Plan shall be automatic for all officers and employees of the Company who are considered as having Regular Employment Status. Membership in the Plan will commence retroactively on the first day of the month coincident with or next following his attainment of Regular Employment Status. Upon commencement of membership the Company may require the Member to execute a pledge to the effect that he has read and is in conformity with this Plan and that he shall abide by its provisions and with any amendments and supplementary rules thereto.



Section 2. TERMINATION

Membership in the Plan shall cease automatically upon termination of the Member's service to the Company.

Section 3. RE-EMPLOYMENT

A Member whose membership in the Plan is terminated and is subsequently employed by the Company shall, upon re-admission to the Plan, be treated as a new Member.

Section 4. LEAVE OF ABSENCE

Membership in the Plan shall continue during any period over which a Member is on leave of absence approved by the Company in writing, and during any period of absence due to furlough, sickness, accident or other causes not constituting a severance of the employer-employee relationship.

**ARTICLE IV
THE FUND**

Section 1. NON-CONTRIBUTORY PLAN

No Member shall be required to make any contributions to the Fund.

Section 2. FUNDING

The funding of the Plan shall be determined by the Actuarial Advisor and payment of the benefits thereunder shall be provided for through the medium of a Fund held by a Trustee under an appropriate Trust Agreement. The contributions to the Fund so created together with gains and losses realized and unrealized plus contributed accrued liabilities, if any, shall constitute the Fund.

Section 3. VALUATION

The contributions to the Fund shall be actuarially determined at least once every two or three years.

Section 4. PROCEDURE FOR PAYMENT

Application for the payment of the retirement benefits under Article V must be made in writing in the form and manner prescribed by the Trustee and must be filed with the Trustee at least thirty (30) days in advance of the date of actual retirement, resignation or separation without cause. Decision of the Trustee shall be final and binding upon all parties.



Section 5. MANNER OF PAYMENT

At the option of the Trustee, all benefits under the Plan shall be payable to the withdrawing Member in the form of a single sum payable anytime within sixty (60) days from the date of such withdrawal from the Plan. Such benefit shall be payable directly to the Member or to his beneficiary as the circumstances of each case may warrant.

Section 6. NON-DIVERSION OF FUNDS

All contributions made to the Fund shall be held solely and exclusively for the benefit of the Members or their beneficiaries and no part of the said Fund shall be used for, or diverted to, purposes other than for the exclusive benefit of the members or their beneficiaries.

Section 7. WAIVER OF CLAIMS

Receipt of any benefit by any Member of the Plan shall be deemed a final settlement of any and all claims that the Member may have under the Plan. The Member shall hereby waive, quitclaim and release the Company and the Plan from any and all claims, actions and liabilities arising from this Plan.

**ARTICLE V
RETIREMENT DATES AND BENEFITS**

Section 1. NORMAL RETIREMENT

The Normal Retirement Date of a Member shall be the first day of the month coincident with or next following his sixtieth (60th) birthday provided he has served the Company for at least five (5) years of Service. The Member's Normal Retirement Benefit shall be a sum equal to 30 days Pay for every year of Credited Service.

Section 2. OPTIONAL RETIREMENT

With the consent of the Company, a Member may elect to retire prior to his Normal Retirement Date provided he is at least age fifty-five (55) and has completed at least fifteen (15) years of Service. The Member's Optional Retirement Benefit shall be a sum equal to 30 days Pay for every year of Credited Service.

Section 3. MANDATORY RETIREMENT

A Member who is allowed by the Company to continue to work on a case to case and yearly extension basis beyond his Normal Retirement Date up to age sixty-five (65) shall continue to be a member of the Plan up to his Mandatory Retirement Date. The Mandatory Retirement Date of a Member shall be the first day of any month after attaining his Normal Retirement Date. The Member's Mandatory Retirement Benefit shall be a sum equal to 30 days Pay for every year of Credited Service, including the extension of service.

Section 4. DISABILITY BENEFIT

In the event that a Member is retired by the Company due to permanent total incapacity or disability or due to sickness, as determined by a competent physician appointed by the Company, his disability retirement benefit shall be a single sum equal to 30 days Pay for every year of Credited Service.

Section 5. SEVERANCE BENEFIT

A Member who is involuntarily separated by the Company due to a retrenchment program or redundancy or for causes not due to his own fault, misconduct, or material neglect shall be entitled to a benefit determined in accordance with the Termination Pay provision under the Labor Code or similar legislation on involuntary termination or if applicable, the amount of retirement benefits due to him hereunder, whichever is greater but shall not be entitled to all or any combination of all.

Section 6. TAX EXEMPTION OF BENEFITS

In accordance with the provisions for tax qualification under Republic Act No. 4917 (as reiterated by Section 32 (B) (6) (a) of the Tax Code of 1997), any retirement benefit received from the Plan shall be wholly exempt from tax provided the Member has been in the service of the Company for at least ten (10) years and is at least age fifty (50) at the time of retirement. It is further provided that any amount received under the Plan due to death, disability, or for any cause beyond the Member's control shall likewise be exempt from all taxes.

Section 7. DISMISSAL FOR CAUSE

A Member who is dismissed by the Company for cause shall not be entitled to any benefit under the Plan.

Section 8. FORFEITURES

The portion of the amount standing to the credit of a separated Member which is not paid to him by virtue of the limitations specified in this Plan shall be retained in the Fund and shall be used to reduce future contributions of the Company. Such forfeitures, which may arise from severance of employment, death or any other reason, shall not be applied to increase the benefits any Member would otherwise receive under the Plan at any time prior to the termination of the Plan or the complete discontinuance of Company contributions thereunder.

**ARTICLE VI
DEATH BENEFIT**

Section 1. BENEFIT

In the event that a Member dies from any cause except self-inflicted injuries, his beneficiaries shall be entitled to receive a death benefit in a lump sum equal to 30 days Pay for every year of Credited Service.



Section 2. NOMINATION OF BENEFICIARY

Procedure. Each employee shall, upon eligibility to participate in the Plan, forthwith nominate in writing, in such forms as shall be prescribed by the Trustee, a person or persons entitled to succeed such Member, by testate or intestate succession under existing laws, to receive the amount which may be due the Member in case of his death or inability to receive in person any sum due him from the Fund.

Every nomination or appointment shall remain in force until the death of the nominee or appointee or until revoked or amended by the Member making it by delivering to the Trustee another nomination or appointment in the prescribed form.

In the event of death of a designated or appointed beneficiary during the lifetime of the designating or appointing Member, said Member shall forthwith nominate or appoint another person in place of the deceased beneficiary.

Failure to Nominate. If at the death of the Member there shall exist no valid nomination by him of a beneficiary, the existing laws on succession shall prevail.

If the person or persons from among those enumerated in the existing laws on succession do not exist at the time of the member's death, no death benefit shall be paid by the Plan. The death benefit which should have been paid shall be forfeited in favor of the Fund.

Minor / Incompetent Beneficiary. In case the beneficiary is a minor or under any disability to give legal discharge for payment of the benefits, then payment of the benefits shall not be made until a legal guardian is appointed in behalf of the minor or person under disability, but the beneficiary shall not be entitled to any income on the amount of the accrued benefits during the period that the payment was deferred because of the absence of a legal guardian; provided further that if the amount of benefit is such that existing laws would allow the payment thereof to the surviving parent of the minor or incompetent beneficiary, then benefit payments for the account of said beneficiary shall be made to the surviving parent of said beneficiary.

ARTICLE VII
ADMINISTRATION

Section 1. THE PLAN

The Plan shall be administered by a Trustee appointed by the Company who shall be responsible for the general administration of the Plan and the management of the Fund. The Company may create a Retirement Committee which will coordinate with the Trustee in the implementation of this Plan. The Trustee may seek the advice of counsel and may appoint an investment manager or managers to manage the Fund, an independent accountant to audit the Fund and an actuary to value the Fund. Fees and expenses incurred in the investing and accounting and / or actuarial audit, amendment and other services for the Plan may be charged to the Fund.

Section 2. TRUST AGREEMENT

The powers, authorities and discretion necessary or expedient for the Trustee to perform his / their duties shall be expressed in the Trust Agreement executed by the Company and the duly appointed person(s) or entity.

Section 3. RETIREMENT COMMITTEE

The duties of the retirement committee shall consist of the following functions solely as they relate to the Plan:

1. Implement the rules and procedures set forth in this Plan in filling applications for benefits, for furnishing proofs necessary to establish the Member's qualification, age and continuous service.
2. Recommend to the Trustee the appropriate payment of the amount due to the Member in accordance with the provisions of the Plan less accountabilities to the Company, if any.
3. Interpret together with the Trustee the meaning, coverage, interpretation and application of the provisions of the Plan.

**ARTICLE VIII
AMENDMENT AND TERMINATION OF THE PLAN**

Section 1. NON-FORFEITURE OF RIGHTS

Upon termination of the Plan or upon the complete discontinuance of contributions under the Plan, the rights of each Member to benefits accrued to the date of such termination or discontinuance, to the extent then funded, or the rights of each Member to the amounts credited to his account, if any, are non-forfeitable.

Section 2. AMENDMENT

The Company may amend or modify this Plan at any time. Any amendment should conform to Republic Act Nos. 4917 and 7641 and their implementing regulations. Said amendments shall be immediately communicated to the trustee and the Members of the Plan.

Section 3. TERMINATION BY LIQUIDATION

The Company reserves the right at any time on account of business necessity to terminate, withdraw, amend, or modify the Plan in whole or in part, at the discretion of the Company. In the event of the termination of the Plan, the liability of the Company to make contributions shall cease, and the assets of the Fund shall be allocated, subject to provisions for expenses of administration or liquidation.

The Trustee shall pay all debts and obligations of the Fund and settle or dispose of any claims then outstanding against the Fund, and thereafter allocate the property remaining in the Fund to the employees or their beneficiaries, as follows:

- a. A sum in full or pro-rata to provide for the payment to members who are eligible for normal and mandatory retirement, or for death and disability benefits, but who have not received their benefit payments by the date of termination of the plan.
- b. If any amount remains after (a) above, a sum, in full or pro-rata, to provide for the payment of benefits to employees who are eligible for optional retirement by the date of termination of the Plan.
- c. If any amount remains after (b) above, a sum, in full or pro-rata, to provide for the payment of benefits to employees who remain and who may have contingent benefit interest as the Trustee/Retirement Committee may determine on the termination of the Plan.
- d. Any amount remaining in the Fund after making the above allocations and after paying all liabilities shall revert to the Company.

Section 4. TERMINATION BY TRANSFER

In the event the Company terminates the Plan by transferring it to any other Fund which is similar, in the opinion of the Trustee, to the purpose and terms of this Plan, each Member shall be entitled to the same benefits as they would have had from this Plan had this Plan not been terminated.

**ARTICLE IX
EFFECT OF LEGISLATION**

Section 1. SOCIAL SECURITY SYSTEM AND WORKMEN'S COMPENSATION

Except as otherwise provided, whatever benefits may be due the Member on account of the Social Security Law shall not be deducted from the benefits under this Plan.

Section 2. NON-DUPLICATION OF BENEFITS

In the event existing or future laws, including the Collective Bargaining Agreement, require the Company to pay similar or analogous benefits to those already herein provided, the Member concerned shall not be entitled to receive both what the law, legislation or CBA requires the Company to give but shall be entitled only to whichever benefit is the greater among them; or, the Company may exercise the right to reduce its current contributions or benefits under this Plan by the amount of any amount of any payments required by the subsequent legislation or CBA in accordance with the regulations promulgated by the Company.



**ARTICLE X
MISCELLANEOUS PROVISIONS**

Section 1. IRREVOCABILITY

The Company shall have no right, or interest in the contributions made by them to the Trust and no part of the Fund shall revert to the Company except after satisfaction of all liabilities of the Plan; however, such contributions as may have been made by the Company as a result of overpayment may revert to the Company.

Section 2. NON-TRANSFERABILITY OF RIGHTS

No benefit payable under the Plan shall be subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or change; and any action by way of anticipating, alienating, selling, transferring, assigning, pledging, encumbering, changing the same shall be void and of no effect.

Section 3. LIEN OF THE COMPANY

The Company shall have the first lien upon the amount standing to the credit of its employee-member to cover all liabilities of the Member to the Company. Said amount of liability shall be deducted by the Trustee from the benefit payment to the Member and shall be remitted to the Company.

Section 4. EMPLOYMENT

The establishment of the Plan shall not be construed as conferring any right upon any Member or any person to a continuation of employment.

APPROVED:


NICKEL ASIA CORPORATION

By:

Name : **GERARDO IGNACIO B. ONGKINGCO**
Position : **VICE PRESIDENT - HUMAN RESOURCES**
Date : _____

(Please sign each page of the Plan Rules.)

By:

CERTIFIED TRUE COPY

E. M. ZALAMEDA, FASE NINA BRAGA
Secretary
E. M. ZALAMEDA, FASE NINA BRAGA

SECRETARY'S CERTIFICATE

I, **BARBARA ANNE C. MIGALLOS**, of legal age, Filipino, and with office address at 7th Floor, The Phinma Plaza, 39 Plaza Drive, Rockwell Center, Makati City, after having been duly sworn in accordance with law, hereby certify that:

1. I am the duly elected and incumbent Corporate Secretary of **NICKEL ASIA CORPORATION** (the "**Corporation**"), a corporation duly organized and existing under and by virtue of the laws of the Republic of the Philippines, with office at 28th Floor, NAC Tower, 32nd Street, Bonifacio Global City, Taguig City.

2. As such Corporate Secretary, I have custody of the books and records of the Corporation, including the minutes of meetings of its board of directors and stockholders.

3. At a meeting of the Board of Directors of said Corporation, held on 6 November 2017, wherein a quorum was present and acted throughout, the following Resolutions were adopted and are now in full force and effect, to wit:

"WHEREAS, on 27 March 2015, the Board approved the establishment of the Nickel Asia Corporation Retirement Plan for its permanent and core employees.

WHEREAS, the effectivity date of the Retirement Plan was not mentioned in the 27 March 2015 Resolution.

NOW, THEREFORE, for and in consideration of the above, the Corporation hereby:

RESOLVED, as it hereby resolves, that the Nickel Asia Corporation Retirement Plan for its permanent and core employees shall take effect on 1 January 2014.

RESOLVED, FINALLY, that the plan shall be administered by Security Bank Trust Corporation."

5. The above-quoted board resolutions are still valid and binding, and have not been revoked, amended or repealed.

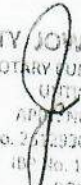
6. This certification is being issued to attest to the truth of the foregoing statement and for whatever purpose it may serve.

IN WITNESS WHEREOF, I have hereunto set my hands, this 28 December 2017, at Makati City, Philippines.


BARBARA ANNE C. MIGALLOS
Corporate Secretary

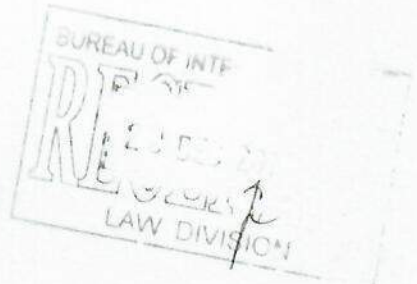
SUBSCRIBED AND SWORN to before me this 28 DEC 2017 at
TAGUIG CITY, affiant exhibiting to me his
_____ issued on
_____ at Manila, Philippines.

Doc. No. 397
Page No. 81;
Book No. 93
Series of 2017.


ATTY. JOWELL A. MENDOZA
NOTARY PUBLIC FOR TAGUIG CITY
(UTL DEC. 31, 2018)
APR. NO. 29 (2016-2018)
PTR NO. 272930, 01/4/2017, PASIG CITY
REG. NO. 1058109, 1/6/2017
ROLL NO. 58661
MCLE COMPLIANCE NO. V-0023127-7/23/16
37th ST. CAR PUCA YONIFACIO
GLOBAL, TAGUIG CITY



December 26, 2017



C E R T I F I C A T I O N

This is to certify that the amount of **Pesos: TWENTY MILLION EIGHT HUNDRED SEVEN THOUSAND THREE HUNDRED EIGHTY THREE & 00/100 (Php20,807,383.00)** was received on December 20, 2017 as initial contribution of **NICKEL ASIA CORPORATION RETIREMENT PLAN** under SBC TRUST No. 73663.

This certification is being issued upon the request of the above mentioned client for whatever legal purpose it may serve.

Security Bank Corporation
Trust & Asset Management Group
By:


JANEFER F. GAOAT
Assistant Vice President


DELIA J. GARBANZOS
Assistant Vice President

PHP 20,807,383.00

Valid only when signed by the Bank's authorized representatives and when accompanied by the original receipt of the funds received.

30 May 2017

SECURITIES AND EXCHANGE COMMISSION
Secretariat Building, PICC Complex
Roxas Boulevard, Metro Manila Philippines



TO: TERESITA J. HERBOSA
Chairperson

RE: The New Manual of Corporate Governance of Nickel Asia Corporation
=====X



Dear Chairperson Herbosa:

We write to formally submit to your office our Company's, **NICKEL ASIA CORPORATION (NAC)**, new Manual of Corporate Governance that was approved by NAC's Board of Directors in a meeting yesterday, 29 May 2017.

This is pursuant to the requirement under SEC Memorandum No. 19 series of 2016 dated 22 November 2016.

We hope that you find the foregoing in order.

Sincerely yours,


JOSE RODERICK F. FERNANDO 
Chief Compliance Officer
Vice President for Legal and Special Projects

**ATTESTATION**

The undersigned hereby attest that Nickel Asia Corporation has a sound internal audit, control and compliance system in place and that it is working effectively.

**Nickel Asia
Corporation**

Main Office:
28th Floor NAC Tower,
32nd Street, Bonifacio
Global City, Taguig City,
Philippines 1634

Phone: +63 2 8892 6669
+63 2 7798 7622

Fax: +63 2 8892 5344

Web: nickelasia.com

A handwritten signature in blue ink, appearing to read "Martin Zamora", written over the printed name.

MARTIN ANTONIO G. ZAMORA
Chief Executive Officer

A handwritten signature in blue ink, appearing to read "Patrick S. Garcia", written over the printed name.

PATRICK S. GARCIA
Chief Audit Executive

CERTIFICATION

I, **CHRISTOPHER C. FERNANDEZ**, of legal age, Filipino, with office address at the 29th Floor NAC Tower, 32nd Street, Bonifacio Global City, Taguig City, after having been duly sworn in accordance with law, hereby state that:

1. I am the Vice President and Head of the Information and Communications Sector Technology of Nickel Asia Corporation (the "Company"), a corporation duly organized and existing under Philippine law, with principal office address at the 28th Floor NAC Tower, 32nd Street, Bonifacio Global City, Taguig City.

2. As such, I am in charge of the information and communications technology requirements of the Company, including the software used by the Company for various purposes.


3. I confirm that all software used by the Company are duly licensed.

4. I am issuing this Certification to attest to the truth of the foregoing and for all legal purposes that this may serve.

Issued this MAY 17 2022 at Taguig City.


CHRISTOPHER C. FERNANDEZ
Vice President and Head
Information and Communications Technology

SUBSCRIBED AND SWORN to before me, a Notary Public for and in the City of Taguig this _____ Affiant exhibited to me his is personally known to the issued by Notary Public on _____.


KATHRYN ROSALIE B. FADERON-DIONISIO
Appointment No. 54 (2020-2021)
Notary Public for and in the City of Taguig
Until December 31, 2021
Roll No. 42738

Doc. No. 403
Page No. 2
Book No. 2
Series of 2022.

PTR No. A-5195018 dated 26 April 2021 / Taguig City
IBP No. 05593 (Lifetime) / O.R. No. 669506 / 05 January 2006
MCLE Compliance No. VI-0018369, until 14 April 2022
28F NAC Tower, 32nd Street, BGC, Taguig City



CODE OF CONDUCT OF EMPLOYEES
With Rules and Regulations on Discipline & Sanctions

INTRODUCTION

Nickel Asia Corporation (NAC) was established in early 2006 in order to consolidate, under a single holding company, ownership of several companies in the Philippines. The Company has been publicly listed at Philippine Stock Exchange and Securities Exchange Commission last November 2010.

Nickel Asia Corporation is the Philippines' largest producer of lateritic nickel ore and one of the largest in the world. We have a long operating history, starting with the sale of ore in 1977 from our first mine, Rio Tuba, in Bataraza town at the southern tip of Palawan Island. We exclusively supply limonite ore from our Rio Tuba operations to Coral Bay Nickel Corporation (CBNC), the country's first hydrometallurgical nickel processing plant in which we have a 10% equity interest.

Nickel Asia has expanded to four operating mines which includes Taganito Mining Corporation, Hinatuan Mining Corporation and Cagdianao Mining Corporation at Surigao Del Norte. Our Taganito operation also supplies all of the limonite ore requirements for the Taganito HPAL Nickel Corporation (THNC), the country's second hydrometallurgical nickel processing plant. In 2015, NAC has acquired its fifth nickel operating mine, Geogen Corporation which is undergoing development in order to meet our production standards.

Apart from our four operating mines we have other properties in various stages of exploration for nickel. We continue our search for opportunities in copper and gold through Cordillera Exploration and Company, Inc. . Beyond our mineral resource operations, we are also investing into renewable energy and power generation through Emerging Power Inc., our renewable energy subsidiary.

We remain focused on growth while continuing to take our responsibilities toward environmental protection, local development and community relations and the safety of everyone involved in our operations. We are committed to responsible mining and to world-class standards in all that we do.

VISION STATEMENT

"TO BE A WORLD-CLASS DIVERSIFIED MINERAL RESOURCE COMPANY THAT HAS EXEMPLARY RELATIONSHIPS WITH ALL STAKEHOLDERS"

MISSION STATEMENT

Using best global industry practices, we are committed to:

- Optimizing our current operations
- Exploring and developing additional deposits for nickel and other minerals to sustain our growth
- Delivering to our customers quality mineral products in a timely manner
- Nurturing our employees and providing a safe and healthy workplace for them to achieve their full potential
- Uplifting the quality of life of our host communities
- Protecting the environment in all our operations
- Adopting the highest standard of corporate governance

CORE VALUES

- **Competence**
The ability of an individual to perform a job properly. Performs a job effectively with thorough knowledge, great skill, judgment and attributes. One has to have constant innovation and personal development.
- **Efficiency**
The ability to accomplish a task with minimum wastage in time, resources and manpower.
- **Responsibility to all stakeholders**
Maintains an effective relationship with all stakeholders and supports all initiatives of the company to improve quality of life. Treats every employee with dignity and respect, complies with laws, and carries out job function in an ethical manner.
- **Teamwork**
Able to work harmoniously and cooperatively with others; willingness to offer assistance and contributes individual strengths towards a common goal; establishes and maintains effective work relationships both within and across sections/departments with business partners and subsidiaries to achieve a common goal. Being responsible for your actions and contributions to the other members of the team to achieve optimum results.

- **Integrity and honesty**

Consistency of behavior with high standards of performance and work ethics. Speaks the truth and will stand up for it at all times and at all cost. Adheres to the norms and standards of the company and of the society as a whole.

- **Financial growth**

Always on the lookout for chances and opportunities to decrease cost and increase/maximize profit so as to achieve the company's financial objective.

- **Dedication**

Gives 100% effort in performing a task; willingness to sacrifice one's self and time. Maintains a positive thinking and actions at work.

- **Establish and pursue production activities and work goals in accordance with acceptable industry global best practice and standards.**

- **Engage in the exploration and development of other mineral resources other than nickel to respond to challenges of market demands and sustain the business growth of the corporation.**

- **Keep and nurture the best Corporate Social Responsibility practices through exemplary relationships with its mining host communities in the improvement of their livelihood, health, education and quality of life, its business partners and contractors, the government regulatory agencies and local government units as well as the Indigenous People and most especially among fellow employees and management group of the Corporation.**

- **Work efficiently by optimizing production of its mineral products with least wastage of resources.**

- **Sustain good and professional business reputation by producing quality products and delivering them on schedule to clients.**

- **Observe and follow laws, rules and regulations and the pertinent policies and practices of the Corporation in the protection and enhancement of the environment in the context of sustainable development adhered to by the mining industry.**

- **Observe and practice Good Corporate Governance, in relation to:**

- All the policies, rules and regulations of the company with respect to its employees on matters of employment and the terms and conditions of work as mandated by law;
- The pertinent rules and regulations of the government, both national and local, affecting the business of mining which impacts on the community and environment at large
- Professionally and honestly deal with contractors, clients and business partners of the company and,

- Be responsible to and respect fellow employees in performing work, and

- Ensure a fair return of investment to the shareholders and owners of the corporation.

- **The seven (7) Core Values of NAC are the best set of parameters that reinforces its VMCV and establishes the Quality of Employees Conduct, thus:**

- Employees must be **Competent, Efficient, and Responsible** to all the stakeholders of the company, practice **Teamwork**, always possess **Integrity and Honesty**, pursue **Financial Growth** of the company, and always remain **Dedicated** to the company.

DEFINITIONS

Code of Conduct – is a set of guidelines outlining the social norms and rules of the company, in order for the employees to conduct their actions and decisions in accordance to NAC's Core Values and ethical standards.

Verbal Reprimand – is calling attention to the offense and counseling the offender that a repetition of such violation in the future would necessitate the issuance of written reprimand or any stiffer sanction warranted by the circumstances.

Written Reprimand – is a written notice admonishing the employee with a warning that a repetition of the same or a similar violation in the future shall warrant a stiffer sanction. The written reprimand should contain a summary of the incidents requiring the imposition of this sanction.

Preventive Suspension – Placing an erring employee under suspension without pay if he poses a serious and imminent threat to life or property of the company or his co-workers. Maximum period is 30 days. An investigation must be conducted within the 30 days and the appropriate action will be administered depending on the outcome of the investigation. The suspension is not itself a penalty for the offense, although it may be considered as such after the offense is proven and the proper penalty is determined.

Suspension - Temporary separation from work for a period of time without pay imposed as a penalty. During such time, the suspended employee shall not be allowed within company premises without the approval of his immediate superior.

Dismissal/Termination - Permanent separation from work with forfeiture of benefits/bonuses outside what is legally mandated.

Employee - A person employed by Nickel Asia Corporation or any of its affiliates, whether on a regular or probationary status, regardless of job position or level. The term "employee" shall cover all job levels, i.e., rank and file, supervisory, managerial, and officer levels.

Due Process – Procedure sanctioned by law wherein the erring employee is entitled to two notices: one, Notice to Explain (NTE) and two, Notice of Decision; and an opportunity to answer and rebut the charges against him, in between such notices.

- Light offenses (those warranting written reprimand) shall have a prescriptive period of 180 days reckoning from the date the offense was discovered.
- Serious or grave offenses (warranting suspension regardless of the number of days) shall have 365 days reckoning from the date the offense was discovered.
- When the results of a single act two (2) or more offenses are committed under this Policy, the corrective action shall be cumulatively imposed.
- When an offense is necessary and indispensable to the commission of another offense, the corrective action for the more serious offense shall be imposed.

COMPANY CODE OF CONDUCT

Implementing Guidelines

- The Company believes that rules and regulations are essential to the efficient operation of the Company as well as for the guidance of all its employees.
- The Employees' Code of Conduct sets forth the Company's policy for disciplinary action, which applies uniformly to all employees, from rank and file to officers.
- As it strives to be just, objective, and consistent in dealing with employees, the Company will always respond to violations with the appropriate disciplinary action.
- The Company expects all its employees to conduct themselves creditably, whether inside or outside Company premises. Each one is also expected to observe all the rules and regulations contained in this policy as well as those that may subsequently be prescribed by Management. Any employee who violates any of the rules prescribed herein will be penalized accordingly.
- These rules apply whether the violations are committed:
 - Inside the Company premises while the employee is on/or off-duty.
 - Outside the Company premises while the employee is performing official duty; or
 - Outside the Company premises even while the employee is off-duty, if the incident is connected with the employee's work with the Company.
- If an employee commits any offense not specifically defined in these rules, violates any Company regulation for which no penalty has been specified, or commits any other act contrary to the interest of the Company, the penalty to be imposed will be determined by Management on a case-to-case basis, considering the gravity of the act to be penalized.
- An employee charged with a serious offense will be placed in preventive suspension not exceeding 30 days to allow an impartial investigation and to ensure the safety and security of all documents, papers, and effects that may have been used in committing the offense.
- The HR Department or Section along with Line management will have primary responsibility for the enforcement of the rules described in this policy, including compliance with all governmental laws and regulations.
- The sanction of any employee under these rules will not be a bar to his prosecution in the proper court of justice if the same act constitutes a violation of the Revised Penal Code or other penal laws.
- Prescription of Offenses shall be as follows:

CLASSIFICATION OF VIOLATIONS AND SANCTIONS

TYPE OF OFFENSES	1 st OFFENSE	2 nd OFFENSE	3 rd OFFENSE	4 th OFFENSE
SECTION A. VIOLATIONS AGAINST INDIVIDUALS				
1. Infliction or attempt to inflict bodily injury within company premises or property for any reason whether committed during work time whether the individual suffers injury or not:	5 working days suspension	10 working days suspension	Termination of employment or contract	
2. Threatening, coercing or interfering with the work or related work activities of any fellow employee in any manner and with unlawful purpose or intention:	3 working days suspension	5 working days suspension	Termination of employment or contract	
The above sanctions shall apply whether or not the aggrieved individual forgives or settles amicably with the offending employee.				
5. Attempt to take or taking the life of any employee willfully or through negligence:	Termination from employment or contract			

TYPE OF OFFENSES	1 st OFFENSE	2 nd OFFENSE	3 rd OFFENSE	4 th OFFENSE
SECTION B. VIOLATIONS AGAINST COMPANY PROPERTIES (OWNED/RENTED)				
1. Willfully or negligently damaging any company property : 1. If the value of the property is less than One Million Pesos (Php/1,000,000.00)	If willful, immediate termination of employment or contract. If negligent, 5 working days suspension.	If willful, termination of employment or contract. If negligent, 10 working days suspension.	Termination of employment or contract.	
2. If the value of the property is One Million Pesos (Php/1,000,000.00) and above.	Immediate termination of employment or contract.			
Any violation committed under this Section shall be without prejudice to Company's right of action against the employee involved for payment of the amount of the property damaged.				
2. Stealing/ robbing company property or that of fellow employees or other people within company premises	Immediate termination of employment or contract without prejudice to criminal prosecution and recovery of the property stolen irrespective of whether or not the offended employee or party has settled amicably with the offending employee			
3. Unauthorized use of company equipment or materials for personal purposes either during company time or outside company premises.	2 working days suspension	5 days suspension	Termination of employment or contract	
4. Purchasing, renting, or substituting company equipment or materials not in conformance with the specifications required by the company.	Termination of employment or contract without prejudice to any legal action that may be brought by the company.			
5. Procuring or obtaining contract services not in accordance with pertinent company policies, rules and regulations.	Termination of employment or contract without prejudice to any legal action that may be brought by the company.			

6. Falsifying or forging the signatures of authorized company employees in acquiring or renting equipment or materials.	Termination of employment or contract without prejudice to any legal action that may be brought by the company.
---	---

TYPE OF OFFENSES	1 st OFFENSE	2 nd OFFENSE	3 rd OFFENSE	4 th OFFENSE
SECTION C. VIOLATIONS OF COMPANY SECURITY AND SAFETY RULES				
1. Illegally carrying or possessing any deadly weapon within company premises.	Termination of employment or contract without any prejudice to any legal action that may be brought by the company.			
2. Final conviction of a crime involving moral turpitude committed within or outside company premises during office hours while on duty.	Termination from employment or contract without prejudice to any legal action that may be brought by the company.			
3. Willful refusal to follow security and safety requirements or standard company procedures.	Written Reprimand	5 working Days Suspension	10 working days suspension	Termination of employment or contract
4. Failure to report violations of security and safety rules which had come to the knowledge of the employee.	Written Reprimand	3 working days suspension	5 working days suspension	Termination of employment or contract

TYPE OF OFFENSES	1 st OFFENSE	2 nd OFFENSE	3 rd OFFENSE	4 th OFFENSE
SECTION D. VIOLATIONS AGAINST DECENCY OR GOOD CUSTOM				
As defined by the Philippine Revised Penal Code, it involves crimes such as Grave Scandal where the acts of the offender are highly scandalous and offensive against decency or good customs. It is deemed committed if done within public knowledge or public view . It goes against established usage, good taste, and social conventions of the community or society at large.				
1. Illicit or unlawful sexual relationships under scandalous circumstances between employees or between an employee and the spouse of another within or outside company premises which is of public knowledge and adversely affecting the integrity and morale of company employees and the good name of the company.	Meeting and counseling among the immediate head of the offending employee/s, Head of HR Department and employees concerned. Such meeting is to be initiated by the pertinent HR Head or Immediate Superior of concerned employees.	Written notice of reprimand with warning of termination	Termination of employment or contract	
2. Demanding or receiving payment of money, materials, or services from suppliers or contractors of the company in consideration of a favor in connection with any transaction, contract, or agreement between the supplier/contractor with the company.	10 working days suspension	Termination of employment or contract		

3. Fraudulently requesting or encouraging or influencing another employee to fraudulently acquire or rent any equipment or material or service not needed even as a spare or standby by the company at the time the request was made.	Termination of employment or contract together with the offending employee who made the fraudulent request without prejudice to any legal action by the company.			
4. Concealing and not reporting to the company knowledge of the commission of violations under nos. 2 and 3 above:	Written Reprimand	5 working days suspension	10 working days suspension	Termination of employment or contract
5. Illegal possession, use, and sale of any prohibited drugs inside company premises. <i>*Please refer to Drug Free Workplace Policy of NAC</i>	Termination of employment or contract			
6. Intoxication during hours of work within company premises. <i>*Please refer to Alcohol Free Workplace Policy of NAC</i>	Written Reprimand	3 working days suspension	5 working days suspension	Termination of employment or contract
7. Engaging in, allowing, or encouraging the showing of lewd motion pictures or materials using company property within company premises during work hours.	Written Reprimand	2 working days suspension	5 working days suspension	Termination of employment or contract
8. Instigating a fight with co-employees within company premises during or outside work hours.	Written Reprimand	5 working days suspension	Termination of employment or contract	
9. Spreading false and/or offensive rumors and/or gossip against a co-employee and/or Company to taint both reputations in whatever means (verbal, written, and social media)	Written Reprimand	5 working days suspension	Termination of employment or contract	

10. Engaging in any grossly indecent conduct or using defamatory language towards another employee within company premises during work hours.	Written Reprimand	5 working days suspension	Termination of employment or contract
---	-------------------	---------------------------	---------------------------------------

TYPE OF OFFENSES	1 st OFFENSE	2 nd OFFENSE	3 rd OFFENSE	4 th OFFENSE	
SECTION E. VIOLATIONS OF TERMS AND CONDITIONS OF WORK					
1. Falsifying official company records or submission of fake documents.	Termination of employment or contract				
2. Submission of fake or fraudulent liquidation of expenses.	Termination of employment or contract				
3. Insubordination or willful refusal to obey and follow the work instruction of an immediate superior without justification.	3 working days suspension	5 working days suspension	Termination of employment or contract		
4. Willful neglect of work duties and responsibilities. Non performance of expected deliverables.	Written Reprimand	3 Working days suspension	5 working days suspension	Termination of employment or contract	
5. Leaving the place of work during working time without any official purpose.	Written reprimand with warning of suspension	3 Working days suspension	5 working days suspension	Termination of employment or contract	
6. Absence without approved Leave application by the immediate head and properly submitted to HR.	Written reprimand with warning of Suspension	3 days Suspension	Termination of Employment		
7. Failure to report for work immediately after expiration of leave of absence.	Written Reprimand	3 Working days suspension	5 working days suspension	Termination of employment or contract	
8. Frequent tardiness or late reporting for work.	Verbal Notice	1 st Written Reprimand	2 nd Written Reprimand with advice	5 working days Suspension	Meeting and counselling with

			of suspension if repeated		warning of Termination of employment on the 6 th time.
9. Habitual or frequent absenteeism of at least 4 times a month.	Written reprimand	3 working days suspension	5 working days suspension	Termination of employment	
10. Failure to pass the rating on Annual Performance Evaluation.	Written Reprimand	3 Working days suspension	5 working days suspension	Termination of employment or contract	
11. Sleeping during work hours.	Written Reprimand	3 Working days suspension	5 working days suspension	Termination of employment or contract	
12. Failure to comply with Annual Physical Examination (APE)	Written Reprimand	3 Working days suspension	5 working days suspension	Termination of employment or contract	

All employees are expected to comply with and observe company rules and regulations on safety, health and environment shall be dealt with by the pertinent Safety, Health, Environment and Social Committee or group of the pertinent companies of NAC unless the company issues supplementary rules and regulations thereto.

Management may terminate, suspend, and otherwise discipline employees of the Company depending on the gravity of the first and succeeding offenses and on the number of times such offenses are committed. Past infractions of an employee may be considered in the over-all evaluation and decision of a case.

If there are offenses not specifically provided herein, any such offenses analogous to any of the offenses as above stated, shall be duly investigated and dealt with accordingly.

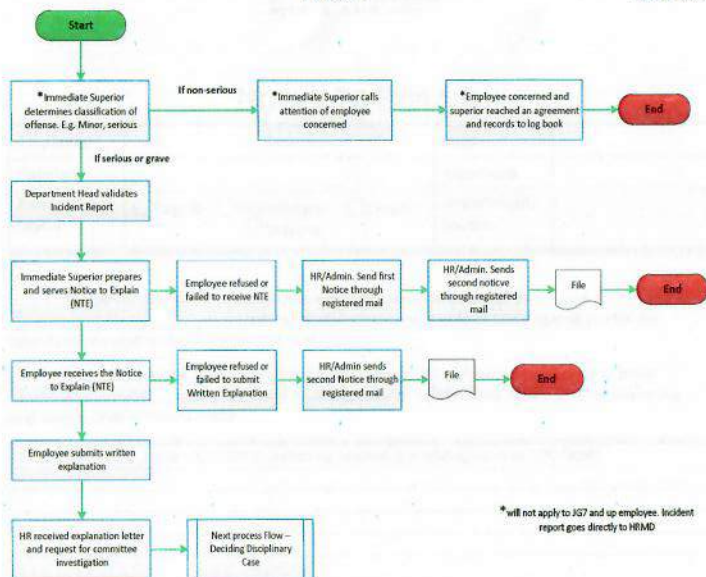
PROCEDURE ON DISCIPLINARY INVESTIGATION

Due process observed with two-notice rule:

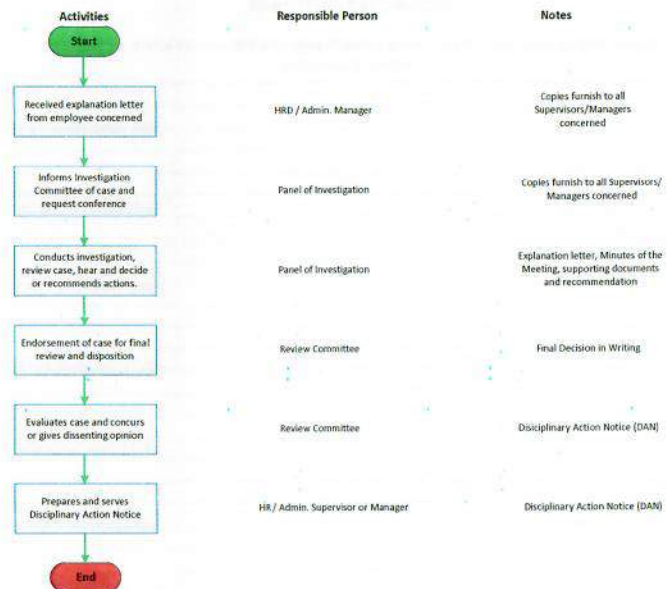
1. In the conduct of an investigation involving aforementioned violations and sanctions, due process must be observed by giving a First Notice to the erring employee setting forth the violation and the nature and specifics thereof as to time, place, date and other circumstances when committed.
2. The concerned employee shall be allowed to submit a written explanation within FIVE (5) WORKING DAYS from receipt of the First Notice and present any evidence against the violations charged and allowed the assistance of a lawyer. Failure of the employee to submit a written explanation shall be a waiver of his/her right to explain him/herself and the allegations in the First Notice shall be deemed admitted.
3. In the event that the company is convinced with the explanation of the employee, then the violation will be disregarded.
4. In the event that the explanation does not establish all the facts of the case, the company shall convene an Investigating Panel to conduct an investigation to resolve the issue/s of the alleged violation.
5. For purposes of the above, an **Investigating Panel** shall be created consisting of the following:
 - HR Department Head or Representative concerned.
 - Immediate Superior of the employee concerned.
 - Third neutral member from any of the other departments of the company.
6. The company shall thereafter serve a Second Notice in writing to the employee and his lawyer, if represented by one, of the final decision of the company setting forth the penalty and the basis of such.
7. Such members shall be formally advised to convene by the Resident Manager concerned or the HR Head in the case of NAC Head Office employees.
8. The investigating panel may put the employee under preventive suspension if the employee, in view of the alleged violation of this Code, poses a danger on to his/her co-employees or to company property.
9. A decision of the panel shall have the concurring majority votes of at least two (2) members of the panel. The decision rendered by the panel shall be final and executory. Such decision shall be without prejudice to the company's right to file any legal action available to it under applicable laws and/or any other government issuances against the employee concerned and other parties involved.

10. All official documents and records of proceedings of the investigation shall be compiled and kept in a confidential file by the HR Department.

REPORTED VIOLATION of COMPANY POLICIES
PROCESS 1



RESOLVING DISCIPLINARY CASE
Process 2





Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer



Institute of Corporate Directors

presents this

Certificate of Participation

to

Gerard H. Brimo

Security Bank Corporation

for having completed the online course

AMLA Compliance in the Age of the Digital World

held on

April 27, 2021

1:30 PM - 3:15 PM

through Microsoft Teams Meeting

Leonardo M. Berba
Chief Executive Officer