



Assurance Beyond Uncertainties

Annual Report 2012



CARD MBA, Inc.

Vision and Mission

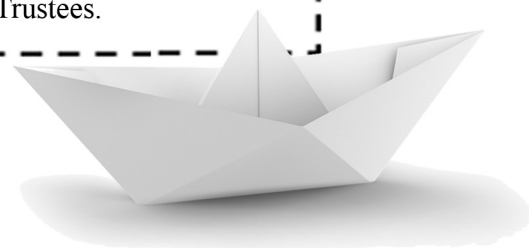


Vision

CARD MBA is a global leader in the micro-insurance industry, owned and led by members upholding the core values of competence, family spirit, integrity, simplicity, humility, excellence and stewardship.

Mission

1. To promote the welfare of marginalized sectors of the Philippine society and to other sectors as maybe determined by the board;
2. To extend financial assistance to its members in the form of death benefits, medical subsidy, pension and loan redemption assistance;
3. To ensure continued access to benefits/resources by actively involving the members in the direct management of the association that will include implementation of policies and procedures geared towards sustainability and improved services;
4. To adopt a prudent cash management program to invest profitably all cash in excess of current disbursement through a majority vote of its Board of Trustees.



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Beyond
Uncertainties**
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About the cover

CARD MBA, Inc., has been giving its clients the assurance they need during uncertain times. Just like an umbrella, it aims to protect not only its members, but also their families.

By virtue of legal relationship, CARD MBA, Inc. is the microinsurance provider of the financial institutions of the CARD Mutually Reinforcing Institutions (CARD MRI). It is, however, a separate legal entity which is owned and managed by the CARD MRI members, who by the definition of a mutual benefit, are called “members of the association”. CARD MBA, Inc. has been serving its members since September 9, 1999.

Message from the CARD MRI Managing Director

It is our fervent hope for all poor Filipino families to have access to insurance. We understand though that this is not an easy goal to achieve because Insurance, ever since, had only been made accessible to those who are able to pay. Hence, our goal was marked by the great obstacle that the sectors we serve are those who are not even capable of providing basic needs for their families.

But the CARD MBA, Inc. battled all obstacles it has met along the way. In the recent years, the institution had several significant successes which had contributed much to the growth of the whole industry. One of these is the Build Operate and Transfer Program. This enables small cooperatives to learn about microinsurance so that in the period of at least three years, they can also provide their members with microinsurance products and services.


We are all the more pleased to mention that CARD MBA, Inc. provided its best fit and affordable microinsurance products and services to 7.9 Million individuals, which is nearly 10% of the country's population. Further, almost 100% of the Php 519 Million amount of claim to 300,000 individuals was disbursed within 1, 3, or 5 days.

At CARD Mutually Reinforcing Institutions (CARD MRI), we believe in a holistic approach to development. Aside from microinsurance, CARD MBA, Inc. also offers non-financial services including mass weddings to encourage our clients to seek the legality of their union. As well, education is a key part of us. CARD MBA, Inc. developed a module on microinsurance which is being discussed during Credit with Education sessions in center meetings. This is being done so that our members will be well-informed of what the MBA has to offer. The module also contains policies of the association.

One of the things I am also proud about CARD MBA, Inc. is it being our members' fortress in uncertain times. We have seen different calamities hitting our country. Many of our fellowmen were affected by the typhoon Ondoy and the monsoon rains in 2012. In a snap, when emergency called, the CARD MBA Inc. spearheaded the CARD MRI Relief Assistance Program (CDRAP) which provided our affected members and their families with basic needs such as food and medicines. CARD MRI also handed out relief assistance to non-members who are residing in the affected areas we operated. Our relief assistance totaled to more than 52.8 Million Pesos for 2012 alone.

CARD MBA, Inc. is always forward looking. Despite the challenges it faced this year, the association learned lessons which gave them room for improvement. After 13 years, it is still taking initial steps towards fulfilling its goals to provide assurance for the poor. It will, as it always has been, continue to strive to give the best microinsurance services for the Filipino poor.




Dr. Jaime Aristotle B. Alip
CARD MRI Founder and Managing Director



Message from the CARD MBA President



CARD MBA, Inc. celebrates its 13 years of unending and extraordinary services to its clients, the "Nanays", this 2012. I am one of the many "Nanays" that CARD MBA, Inc. extended its services to, welcoming me to another family.

For the past one year, I saw two keys which made CARD MBA, Inc. strong and successful. First is its members who keep on supporting and showing love to the institution. They serve as the strong foundation on which the institution stands.


Second are its officers and staff who willingly give their talents and skills just to serve the members. Being transparent and always open in receiving comments and suggestions are just for the qualities they are armed with. The guidance of Dr. Jaime Aristotle B. Alip, the Managing Director of CARD MRI, the management of the institution, and the Board of Trustees also contributed greatly to the achievements of CARD MBA, Inc. for the year.

As the President of the Board of Trustee, I give all my best with all my heart to do tasks that are set before me in order for me to not disappoint those who became part of this journey I am taking and as well as not to break the good start this institution is taking care of. With this experience, I joined various seminars and meetings which helped me gain additional knowledge and understand what the institution really is and what it is eyeing for.

As a CARD MBA, Inc. member as well, my family and I are very lucky and are assured that even in the coming years we are in good hands. We made the right choice, indeed!

Together, let us continue to hold each other's hand for nothing is impossible to a heart that is willing.

Again, a salute to all of you! Thank you and God bless us all.


Ms. Nilda B. Basilan
 CARD MBA President

Message from the CARD MBA General Manager



Disasters are inevitable; it can happen anytime and anywhere. We at CARD MBA, Inc. hope to provide our members with an assurance that despite these uncertainties, their future can still be certain.

Insurance used to be only offered to those who could afford it. This incapacitated the poor to avail of insurance. In 1999, we took a risk and tried to make insurance available even for the poor.

This year, 2012, CARD MBA, Inc. disbursed Php 51.52 Million worth of relief goods to 165,295 CARD MRI members and their families especially during the onslaught of the monsoon rains and typhoon Pablo. Immediate assistance to their basic needs was provided. This is what we are proud of, our CARD MRI Disaster Relief Assistance Program (CDRAP) which is just one of the other things CARD MBA, Inc. does differently.

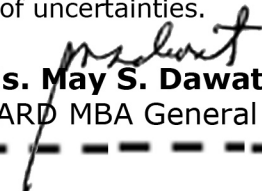
Two also of the benefit extensions that are most unique in CARD MBA, Inc. are the enhanced Life Insurance Benefit and Eligibility for Refund which opens the door even to those members less than 3 years of membership.

2012 was also a year of learning for CARD MBA, Inc. We took the initial step towards providing our members with health insurance through the Daily Hospitalization Income Benefit (DHIB). However, with the experience we had with the benefit, we realized that we can still improve it and provide a more suitable hospitalization benefit package in the future. Our experience with DHIB will serve as a valuable input in conceptualizing a more appropriate health insurance for our members.

CARD MBA, Inc. also responds to the other needs of our members. Knowing that a number of our members have the willingness to be bound in marriage but had no means, we organized a mass wedding project. In total, 64 members and their live-in partners were married through our mass wedding project.

Another program we have is the provision of educational assistance to the Build Operate And Transfer (BOAT) partners. This year, we provided 14 educational assistance to beneficiaries of partner cooperatives such as USWAG, LAMPCO, Naguillan, and BINHI.

In 2012, we are proud that we have more than 7.9 Million individuals insured. We are aiming towards giving an assurance to more Filipino families in the years ahead. CARD MBA, Inc. will remain what we have always been—the poor's hero in times of uncertainties.


Ms. May S. Dawat
CARD MBA General Manager

Our **team** ensures that
our members get
only the **best benefits.**

The Board of Trustees

(Elected September 9, 2012)



Back row from the left: Teodorica C. Cabling, 39, Quezon Province, Treasurer (2012-2013); Lucy S. Gonzales, 43, Masbate; Evelyn B. Austero, 63, Albay; Ma. Therese Jane F. Perdito, 35, Cavite, Secretary (2012-2013); Atty. Jomer H. Aquino, 43, Independent Trustee; Maricel A. Ramos, 42, Marinduque; Letecia G. Del Corro, 54, Cebu; Emmylou S. Onyot, 38, Misamis Oriental **Front row from the left:** Celenia B. Lazo, 57, North Cotabato; Remia C. Vaquez, 46, Oriental Mindoro, Vice-President (2012-2013); Arlette A. Umali, 64, Independent Trustee; Nilda B. Basilan, 52, Metro Manila, President (2012-2013); Genelyn C. Chavez, 35, Iloilo; Añana A. Añil, 49, Oriental Mindoro; Patricia M. Pelera, 57, Agusan del Norte

As of December 2012, we have 260 staff in our 41 Provincial Offices.

The Management Committee



Back row from the left: Edison R. Reyes (Cluster Manager - Visayas 1), Mr. Oliver M. Reyes (Deputy Director for Operations - Mindanao), Michael Kelvin N. Junos (In-House Actuary), Roselito A. Magpantay (Deputy Director for Operations - Luzon), Mauricio B. Maur (Deputy Director for Operations - Visayas), Gerardo H. Batarlo (Cluster Manager - Luzon 1), Solomon A. Aramil (Senior Administrative Manager), Francis R. Montilla (Cluster Manager - Visayas 2), Michael Salazar (IT Head- OIC) **Front row from the left:** Arlene R. Umandap (Program and Relations Manager), Jennifer O. Redublo (Compliance Officer), Janet D. Caneco (Deputy Director for Finance), May S. Dawat (General Manager), Ma. Joyce M. Alimagno (Cluster Manager - Luzon 4), Nemie G. Mendoza (Cluster Manager - Luzon 3), Carla Fe A. Lanoy (Cluster Manager - Mindanao 1). **Not in the Photo:** Rona R. Nava (Cluster Manager - Luzon 2)

The Management Advisory Committee



Ms. Deverna Briones
CARD MRI
Chairperson



Ms. Cherry Boncajes
CARD SME BANK, INC.



Ms. Glenda Magpantay
CARD BANK, INC.



Ms. Juliana De Leon
CARD, INC.



Mr. Edzel A. Ramos
CARD-MRI Development
Institute, Inc.



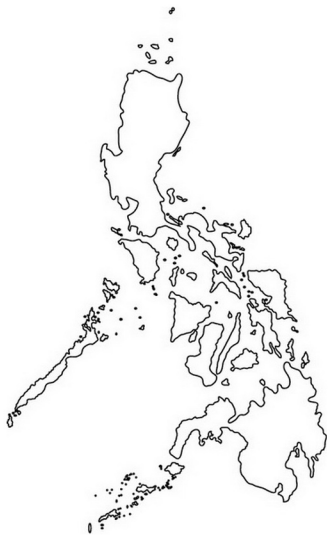
Ms. Cynthia Baldeo
CARD SME BANK, INC.



Ms. Glenda Atabay
CARD, INC.



Ms. Marlyn Marudo
CARD BANK, INC.



We ensure that we can
deliver our services even to
hard-to-reach places.

Pangasinan | Benguet | Ilocos | Nueva Vizcaya | Cagayan | Tarlac | Bataan
Bulacan | Cavite | Palawan | Metro Manila | Laguna | Batangas | Oriental
Mindoro | Occidental Mindoro | Quezon | Camarines Sur | Camarines Norte
Marinduque | Albay | Leyte | Southern Leyte | Samar | Bohol | Cebu | Masbate
Negros Oriental | Iloilo | Capiz | Davao | South Cotabato | North Cotabato
Zamboanga del Norte | Misamis Oriental | Agusan Del Norte | Surigao
Davao del Norte

We partner with organizations who
share the same **goal of assuring the
poor of a certain future.**

San Roque MPC | Caunayan | Malaya MPC | Naguilian MPC | LOBEMCO |
KALIKASAN | SIPSIPIN MPC | Timgas MPC | SAN JULIAN MPC | USWAG
| BINHI | LAMPCO | HONFACRECO

We ensure that we deliver only the **best results.**

14 Educational Assistance to 4 Build Operate And Transfer (BOAT) partners

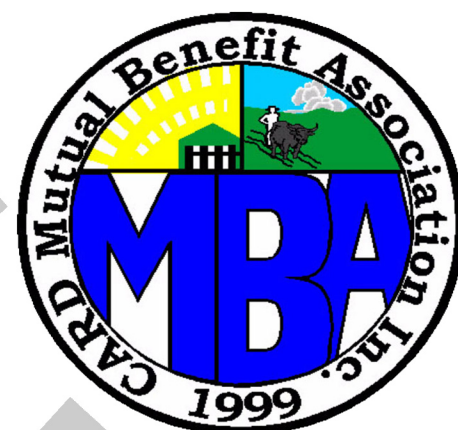
CARD MBA, Inc.

Performance Update for 2012



CARD MBA, Inc. Operation Status

PARTICULAR		NUMBER / AMOUNT
No. Provincial Office		41
No. Of Institutional Partner		13
No. Of Staff		260
No. of MBA Coordinator		945
No. of Trustee		15
No. of Active Members		1,583,326
No. of Insured Individual		7,916,630
Number of Claims Paid	Life Insurance	18,402
	Retirement	26
	AKAP CARD	34,267
	DHIB	9,873
	Loan Redemption	3,542
	Refund of Contribution	
	Life Insurance	44,080
	Retirement	199,401
Amount of Claims Paid	Life Insurance	245,022,987.66
	Retirement	79,733.05
	AKAP CARD	67,447,058.59
	DHIB	8,815,800.00
	Loan Redemption	33,762,099.45
	Refund of Contribution	
	Life Insurance	68,446,542.35
	Retirement	96,391,676.56
TOTAL		519,965,897.66
Amount of Contribution	Life Insurance	998,775,000.00
	Retirement	332,801,487.48
	Loan Redemption	170,354,128.96
	TOTAL	1,501,930,616.44
Excess of Revenue Over Expenses		205,942,801.00
Total Fund Balance		1,055,129,296.00
Total Assets		4,703,816,523.00



CARD MBA has a total of 945 CARD MBA, Inc. Coordinators for 2012.

**USWAG
LAMPCO
Naguillan
BINHI**



1-3-5 Day Target on Claims Settlement

CONSOLIDATED 1-3-5 DAY TARGET AS OF DECEMBER 2012

PER TYPE OF BENEFIT	1 DAY	2 DAYS	3 DAYS	4 DAYS	5 DAYS	RECONSIDERED CLAIMS	TOTAL
MEMBER							
DEATH	4,596	52	23	13	23	20	4,727
Rating for Members	97.23%	1.10%	0.49%	0.28%	0.49%	0.42%	
MVAH	1,254	230	137	84	223	297	2,225
Rating for Members	56.37%	10.32%	6.16%	3.78%	10.02%	13.35%	
LEGAL DEPENDENTS							
DEATH	7,903	1,434	942	535	945	837	12,596
Rating for Legal Dependents	62.74%	11.38%	7.48%	4.25%	7.50%	6.64%	
MVAH	1,028	204	183	119	261	330	2,125
Rating for Legal Dependents	48.38%	9.60%	8.61%	5.60%	12.28%	15.53%	
OVERALL RATING	14,781	1,920	1,285	751	1,452	1,484	21,673
	68.20%	8.86%	5.93%		6.70%	6.85%	
				93.15%			



**CARD MRI Disaster Relief Assistance
Program (CDRAP) Update**

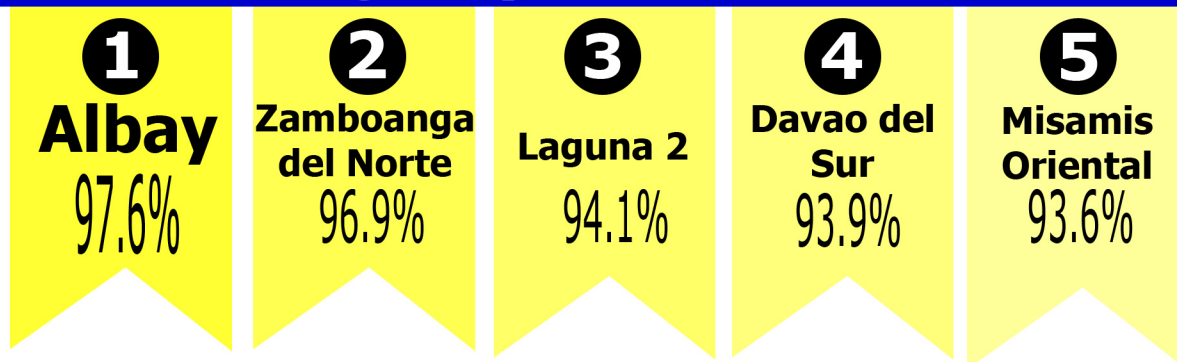
Product	Number	Amount (in Pesos)
Typhoon	59,769	19,003,889.06
Flood	120,281	33,088,424.56
Fire and Lightning	775	469,671.57
Tidal Wave	3	1,275.65
Twister	8	1,819.60
Earthquake	1,103	299,599.50
Landslide	1	300.00
TOTAL	181,940	52,864,979.94



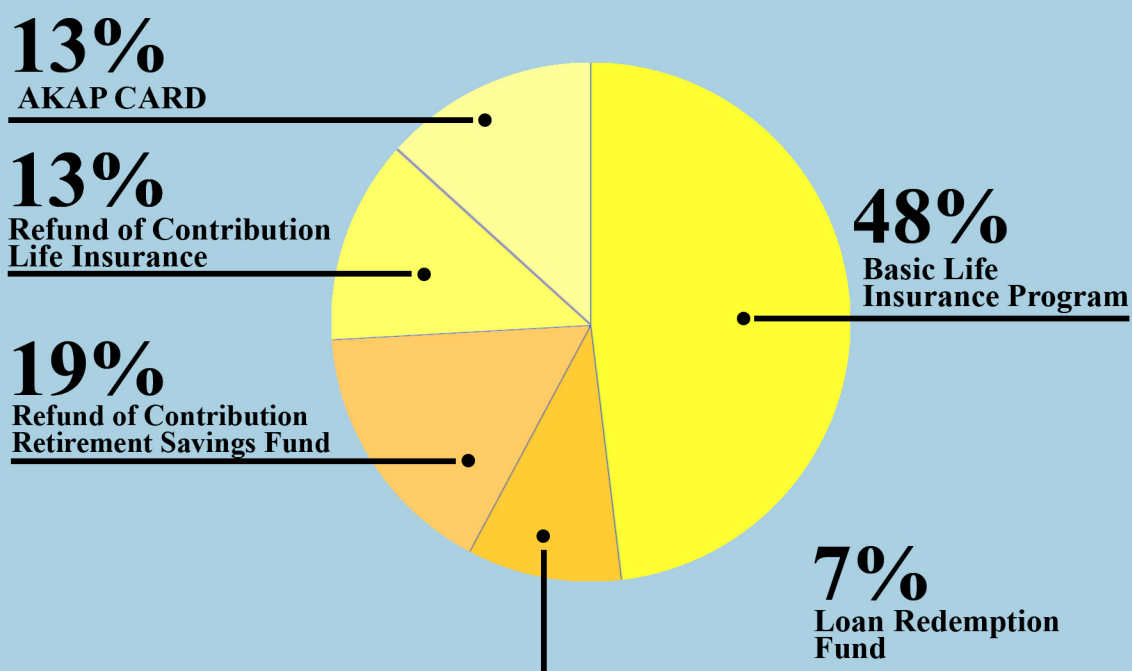
64 couples were wed in the Mass Wedding Project of CARD MBA, Inc.

We ensure that our performance meets **global standards.**

2012 Audit Ratings of Top 5 CARD MBA Provincial Offices



Claims Analysis



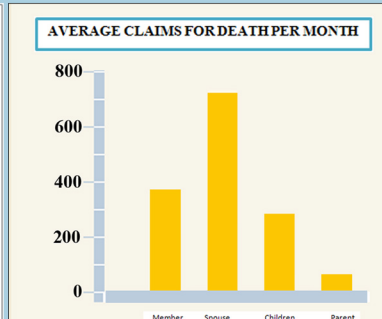
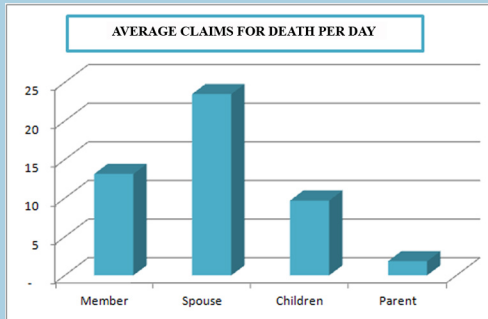
Product		Amount of Claims in Peso
Life Insurance		245,022,987.66
Retirement		79,733.05
AKAP CARD		67,447,058.59
DHIB		8,815,800.00
Loan Redemption		33,762,099.45
Refund of	Life Insurance	68,446,542.35
Contribution	Retirement	96,391,676.56

Many of the claims paid by CARD MBA, Inc. is from the Life Insurance Program. The products under this program are Death, Motor Vehicular Accident Hospitalization (MVAH), and Total and Permanent Disability (TPD).

Claims Analysis


Death

INSURED	Benefit	Donation	Total	AVERAGE	
				PER MONTH	PER DAY
Member	4,727	0	4,727	394	13
Spouse	6,587	1,867	8,454	705	23
Children	2,018	1,468	3,486	291	10
Parent	608	48	656	55	2
Total	13,940	3,383	17,323	1,444	48



On the average, CARD MBA, Inc. receives 1,444 death claims monthly. Of the 1,444 claims, 49 percent are the members' spouses.

Motor Vehicular Accident Hospitalization Benefit (MVAH)

2,225 members  2,125 members' spouses

51.14% 48.86%

Total and Permanent Disability (TPD)

85 members + 23 spouses + 3 children + 1 parent = 112 TPD claims

Donation Benefits

Donation Benefits		
Donation	Number	Amount
Donation Member	432*	1,007,500.00
Donation Spouse	1,367	2,687,000.00
Donation Live-In	500	501,000.00
Donation Child	1,468	1,471,000.00
Donation Parent	48	48,000.00
TOTAL	3,383	5,714,500.00

*432 Donation Members already included in the number of claims

We ensure that in every occassion, we have the chance to uphold our **mission.**

JANUARY

Gabi ng Parangal at Pasasalamat sa mga Tagapagtaguyod ng Microinsurance
January 31, 2012
Philippine International Convention Center



MAY

Mass Wedding
May 3, 2012
Catarman Unit



JUNE

Opening of Metro Manila 2 Provincial Office
June 26, 2012
Marikina, Metro Manila



AUGUST

General Provincial Managers' Meeting
August 4, 2012
CARD-MRI Development Institute, Bay, Laguna



Issuance of License for 2012-2013
August 28, 2012
Insurance Commission



Lakbay Aral of MBA Coordinators
August 2012
CARD-MRI Development Institute, Bay, Laguna



Special Events 2012

SEPTEMBER

Annual General Membership Meeting
September 6 - 7, 2012
CARD-MRI Development Institute, Bay, Laguna



Launching of Daily Hospitalization Income Benefit (DHIB)
September 7, 2012
CARD-MRI Development Institute, Bay, Laguna



NOVEMBER

Opening of Batangas 2 Provincial Office
November 9, 2012
Palanas Lemery, Batangas



We ensure that we provide **hope** in times of uncertainties.

CARD MRI Disaster Relief Assistance Program (CDRAP)
Repacking and Distribution 2012

AUGUST

Laguna 2 Area
August 8 - 11, 2012 (Habagat)



Bulacan Area
August 8 - 11, 2012 (Habagat)



SEPTEMBER

Distribution of Relief Goods at LGUs
September 5 - 6, 2012
Taytay, Rizal and Paete, Laguna



Davao del Norte Provincial Office

December 7 - 13, 2012 (Typhoon Pablo)

**Hope after the storm**

CDRAP is more than a relief assistance project; it is the embodiment that the family spirit among CARD MRI and the community still lives on.

When the Philippines was struck by typhoons, floods and other calamities, many of our fellowmen were distraught, leaving some of them homeless but not hopeless. CARD MBA paid Php 52.86 million worth of relief assistance to 181,940 CARD MRI members. CARD staff and members repacked food, medicines, and other necessities hand-in-hand to respond to the cry of help from the affected families.

We ensure that we build our staff's capacities.

Seminars and Trainings 2012

INTERNATIONAL SEMINARS

AOA Forum

September 26 - 29, 2012

Tokyo, Japan



The 6th ICMIF Development Network Seminar on Improving Access to Insurance

November 1 - 2, 2012

Nairobi Safari Club, Kenya



The 8th International Microinsurance Conference

November 6 - 8, 2012

Dar Es Salaam, Tanzania



LOCAL TRAININGS

Corporate Governance and Anti-Money Laundering Act (AMLA) Workshop

November 22-23, 2012

Mandaluyong City



REFRESHER COURSES

PM Refresher Course

November 28, 2012

CARD-MRI Development Institute, Bay, Laguna



REFRESHER COURSES

CP Refresher Course

April 21 - 27, 2012

May 28 - June 1, 2012

CARD-MRI Development Institute, Bay, Laguna

**IP Refresher Course**

April 21 - 27, 2012

May 28 - June 1, 2012

CARD-MRI Development Institute, Bay, Laguna

**BK Refresher Course**

May 28 - June 1, 2012

October 12 - 13, 2012

CARD-MRI Development Institute, Bay, Laguna



CMS PILOT-TEST TRAINING

Seminars and Trainings 2012

Ilocos
Pangasinan
Bataan
TarlacNueva Vizcaya
Misamis Oriental

August 22-25, 2012

August 22-25, 2012

September 17-19, 2012

September 20-22, 2012

October 16-18, 2012

November 12-14, 2012



Seminars and Trainings Attended by BOT

#	Seminar/Training	Date Held	Place	Participants
1	Management Course	May 13-18, 2012	Manchester, United Kingdom	Jocelyn C. Decipeda and Mary Ann P. Rodriguez
2	AOA Forum	September 26-29, 2012	Tokyo, Japan	Elizabeth S. Makayan and Conchita C. Tamayo
3	ICMIF Development Seminar Workshop and Microinsurance Workshop and Conference	October 30 – November 9, 2012	Kenya and Tanzania	Aniana A. Añil and Ma. Therese Jane F. Perdito
3	AMLA and Good Governance	November 22-23, 2012	Mandaluyong City	All Board of Trustees Officers and Members

Board of Trustees Schedule of Meetings and Attendance

Name	Position	14-Jan-12	10-Mar-12	10-May-12	14-Jul-12	7-Sep-12	10-Nov-12	Special Meeting 20-Dec-12	% of Attendance
Jocelyn C. Decipeda	President (2011-2012)	✓	✓	✓	✓	✓	term ended		5/5
Mary Ann P. Rodriguez	Vice-President (2011-2012)	✓	✓	✓	✓	✓	term ended		5/5
Lydia A. Mendoza	Secretary (2011-2012)	✓	✓	✓	✓	✓	term ended		5/5
Elizabeth S. Makayan	Treasurer (2011-2012)	✓	✓	✓	✓	✓	term ended		5/5
Conchita C. Tamayo	Member	✓	✓	✓	✓	✓	term ended		5/5
Leonisa L. Dizon	Member	✓	✓	✓	✓	✓	term ended		5/5
Vivina D. Rapsing	Member	✓	✓	✓	✓	✓	term ended		5/5
Maricel A. Ramos	Member	✓	✓	✓	✓	✓	✓	✓	7/7
Ma. Therese Jane F. Perdito	Secretary (2012-2013)	✓	✓	✓	✓	✓	✓	✓	7/7
Añiana A. Añil	Member	✓	✓	✓	✓	✓	✓	✓	7/7
Nilda B. Basilan	President (2012-2013)			not yet elected			✓	✓	2/2
Remia C. Vasquez	Vice-President (2012-2013)			not yet elected			✓	✓	2/2
Teodorica C. Cabling	Treasurer (2012-2013)			not yet elected			✓	✓	2/2
Evelyn B. Austero	Member			not yet elected			✓	✓	2/2
Letecia D. Del Corro	Member			not yet elected			✓	✓	2/2
Genelyn C. Chavez	Member			not yet elected			✓	✓	2/2
Lucy S. Gonzales	Member			not yet elected			✓	✓	2/2
Patricia M. Pelera	Member			not yet elected			✓	✓	2/2
Emmylou S. Onyot	Member			not yet elected			✓	✓	2/2
Celenia B. Lazo	Member			not yet elected			✓	✓	2/2
Arlette A. Umali	Independent Trustee	✓	✓	✓	✓	✓	✓	✓	7/7
Atty. Jomer H. Aquino	Independent Trustee			not yet appointed				✓	1/1

Audit Committee Schedule of Meetings and Attendance

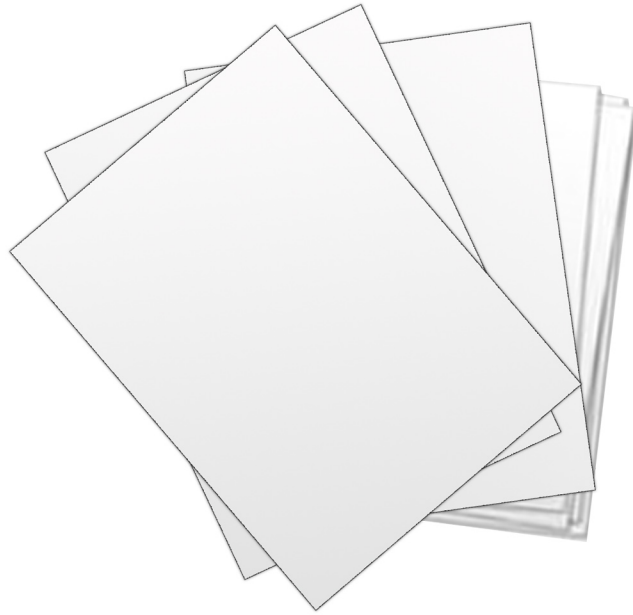
Name	14-Jan-12	11-Feb-12	10-Mar-12	14-Apr-12	10-May-12	9-Jun-12	14-Jul-12	11-Aug-12	5-Sep-12	13-Oct-12	10-Nov-12	8-Dec-12	Total
Arlette A. Umali (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
Devema dT. Briones	X	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	10/12
Jocelyn D. Dequito	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	X	10/12
May S. Dawat	✓	✓	✓	✓	✓	✓	✓	X	✓	✓			9/10
Lydia A. Mendoza	✓	✓	✓	✓	✓	✓	✓	✓	✓				9/9
Juliana B. De Leon											✓	✓	2/2
Ma. Therese Jane F. Perdito										✓	✓	✓	3/3

Ms. Lydia A. Mendoza was replaced by Ms. Ma. Therese Jane F. Perdito starting on October 2012 as the new set of Board of Trustees was elected. Likewise, Ms. May S. Dawat was replaced by Ms. Juliana B. De Leon starting on November 2012.

Declaration of Independence

CARD MBA complies with the Code of Corporate Governance on the qualifications, nomination and election of independent trustee. Each elected independent trustee of CARD MBA is not an officer or employee of the association or subsidiaries, he /she has no business or other relationship with the association which would interfere with the exercise of independent judgment in carrying out the responsibilities of a trustee.

Financial Statements





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Philippines
Phone: (632) 891 0307
Fax: (632) 819 0872
www.sgv.com.ph

BOA/PRC Reg. No. 0001,
December 28, 2012, valid until December 31, 2015
SEC Accreditation No. 0012-FR-3 (Group A),
November 15, 2012, valid until November 16, 2015

INDEPENDENT AUDITORS' REPORT

The Board of Trustees
Center for Agriculture and Rural Development (CARD)
Mutual Benefit Association, Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of Center for Agriculture and Rural Development (CARD) Mutual Benefit Association, Inc., (a nonstock, not-for-profit association) which comprise the statements of financial position as at December 31, 2012 and 2011, and the statements of income, statements of comprehensive income, statements of changes in fund balance and statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Philippine Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

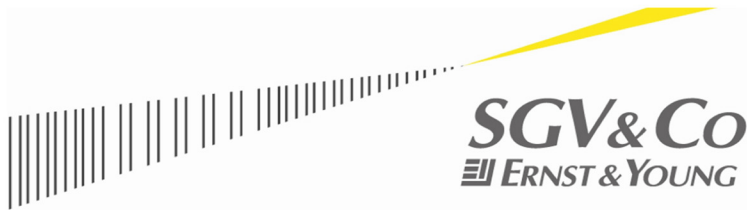
Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Philippine Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Center for Agriculture and Rural Development (CARD) Mutual Benefit Association, Inc. as at December 31, 2012 and 2011, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards.

Report on the Supplementary Tax Information Required Under Revenue Regulations 19-2011 and 15-2010

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information required under Revenue Regulations 19-2011 and 15-2010 in Notes 28 and 29 to the financial statements, respectively, is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of Center for Agriculture and Rural Development (CARD) Mutual Benefit Association, Inc. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Arnel F. De Jesus

Partner

CPA Certificate No. 43285

SEC Accreditation No. 0075-AR-3 (Group A),

February 14, 2013, valid until February 13, 2016

Tax Identification No. 152-884-385

BIR Accreditation No. 08-001998-15-2012,

June 19, 2012, valid until June 18, 2015

PTR No. 3669673, January 2, 2013, Makati City

March 9, 2013



**CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD)
MUTUAL BENEFIT ASSOCIATION, INC.
(A Nonstock, Not-for-Profit Association)**

STATEMENTS OF FINANCIAL POSITION

	December 31	
	2012	2011
ASSETS		
Cash and Cash Equivalents (Notes 6, 23 and 25)	₱829,704,731	₱224,701,716
Short-term Investments (Notes 7 and 25)	70,384,177	86,625,758
Financial Assets		
Financial Assets at fair value through profit or loss (Notes 9 and 25)	20,260,000	20,480,000
Available-for-sale financial assets (Notes 10 and 25)	472,312,231	330,449,702
Held-to-maturity investments (Notes 11, 25 and 27)	3,128,634,363	2,813,579,926
Loans and receivables (Notes 8, 23 and 25)	80,672,118	106,655,969
Property and Equipment (Note 12)	68,708,142	30,755,853
Investments in Associates (Note 13)	25,447,653	20,419,847
Other Assets (Notes 14 and 25)	7,693,108	8,698,322
Net Pension Asset (Notes 24)	—	1,311,845
	₱4,703,816,523	₱3,643,678,938
LIABILITIES AND FUND BALANCE		
Liabilities		
Accounts payable and accrued expenses (Notes 15, 23 and 25)	₱163,591,077	₱53,839,248
Insurance contract liabilities (Note 16)	2,247,913,405	1,766,423,705
Retirement savings fund (Note 17)	1,236,694,881	963,749,991
Net Pension liability (Notes 24)	487,864	—
Total Liabilities	3,648,687,227	2,784,012,944
Fund Balance		
Appropriated fund balance (Notes 11 and 27)	193,909,179	170,995,819
Unappropriated fund balance	835,139,083	652,109,642
Other comprehensive income (Note 10)	26,081,034	36,560,533
Total Fund Balance	1,055,129,296	859,665,994
	₱4,703,816,523	₱3,643,678,938

See accompanying Notes to Financial Statements.



**CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD)
MUTUAL BENEFIT ASSOCIATION, INC.**
(A Nonstock, Not-for-Profit Association)

STATEMENTS OF INCOME

	Years Ended December 31	
	2012	2011
REVENUE		
Gross premiums on insurance contracts (Note 18)	₱1,173,156,469	₱1,082,933,160
Interest income - net of final tax (Notes 6, 7, 8 and 11)	143,947,027	81,554,256
Contribution income - AKAP	5,542,740	16,050,071
Equity in net earnings of associates (Note 13)	2,027,806	3,340,706
Realized gain on investment in mutual funds (Note 10)	30,518,459	—
Dividend income	10,097,497	3,600,000
Fair value gains (loss) from financial assets at fair value through profit or loss (Note 9)	(220,000)	480,000
Others	15,182,458	10,053,346
Other revenue	207,095,987	115,078,379
TOTAL REVENUE	1,380,252,456	1,198,011,539
BENEFITS, CLAIMS AND EXPENSES		
Gross change in insurance contract liabilities (Note 16)	487,904,840	509,618,041
Gross insurance contract benefits and claims paid	423,494,488	311,841,746
Insurance benefits claims	911,399,328	821,459,787
Direct expenses (Note 19)	54,244,292	44,396,432
General and administrative expenses (Note 21)	208,666,035	171,098,458
Expenses	262,910,327	215,494,890
TOTAL BENEFITS, CLAIMS AND EXPENSES	1,174,309,655	1,036,954,677
EXCESS OF REVENUE OVER EXPENSES	205,942,801	161,056,862
OTHER COMPREHENSIVE INCOME		
Fair value gains on available-for-sale financial assets (Note 10)	20,038,961	14,661,898
Transfers to profit or loss (Notes 10)	(30,518,460)	—
TOTAL COMPREHENSIVE INCOME	₱195,463,302	₱175,718,760

See accompanying Notes to Financial Statements.



**CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD)
MUTUAL BENEFIT ASSOCIATION
(A Nonstock, Not-for-Profit Association)**

STATEMENTS OF CHANGES IN FUND BALANCE

	Appropriated Fund Balance (Notes 27)	Unappropriated Fund Balance	Reserve for Fluctuation in Value of Available-for- Sale Financial Assets (Note 10)	Total
As of January 1, 2012	₱170,995,819	₱652,109,642	₱36,560,533	₱859,665,994
Appropriation during the year (Notes 11 and 27)	23,500,000	(23,500,000)	—	—
Reversal of appropriation	(586,640)	586,640	—	—
Excess of revenue over expenses	—	205,942,801	—	205,942,801
Other comprehensive income (Note 10)	—	—	(10,479,499)	(10,479,499)
Total comprehensive income	—	205,942,801	(10,479,499)	195,463,302
Balance at December 31, 2012	₱193,909,179	₱835,139,083	₱26,081,034	₱1,055,129,296
As of January 1, 2011	₱126,899,923	₱535,148,676	₱21,898,635	₱683,947,234
Appropriation during the year (Notes 11 and 27)	44,095,896	(44,095,896)	—	—
Excess of revenue over expenses	—	161,056,862	—	161,056,862
Other comprehensive income (Note 10)	—	—	14,661,898	14,661,898
Total comprehensive income	—	161,056,862	14,661,898	175,718,760
Balance at December 31, 2011	₱170,995,819	₱652,109,642	₱36,560,533	₱859,665,994

See accompanying Notes to Financial Statements.



**CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD)
MUTUAL BENEFIT ASSOCIATION, INC.
(A Nonstock, Not-for-Profit Association)**

STATEMENTS OF CASH FLOWS

	Years Ended December 31	
	2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenue over expenses	₱205,942,801	₱161,056,862
Adjustments for:		
Increase in aggregate reserves (Note 16)	487,904,840	509,618,041
Provision for impairment losses (Note 8)	1,560,570	10,181,653
Depreciation (Note 12)	6,191,876	2,753,822
Fair value loss (gains) from financial assets at fair value through profit or loss (Note 9)	220,000	(480,000)
Interest income	(143,947,027)	(94,748,930)
Realized gain on investments in mutual funds (Note 10)	(30,518,460)	—
Equity in net earnings of an associate (Note 13)	(2,027,806)	(3,340,706)
Cash generated from operations before changes in working capital	525,326,794	585,040,742
Changes in operating assets and liabilities:		
Decrease (increase) in:		
Net pension asset	1,799,709	1,663,300
Loans and receivables	(6,797,200)	7,029,565
Increase in:		
Retirement savings fund	272,944,890	251,555,626
Accounts payable and accrued expenses	103,336,689	41,568,428
Net cash flows provided by operating activities	896,610,882	886,857,661
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisitions of:		
Investments in associates (Note 13)	—	(13,900,000)
Financial assets at fair value through profit or loss (Note 9)	—	(20,000,000)
Held-to-maturity investments (Note 11)	(662,757,592)	(1,062,054,737)
Available-for-sale financial assets (Note 10)	(171,080,805)	(162,000,000)
Property and equipment (Note 12)	(44,707,265)	(21,845,475)
Short-term investments (Note 7)	(9,251,552)	(223,791,703)
Proceeds from sale/maturities of:		
Held-to-maturity investments (Note 11)	388,876,922	127,627,312
Available-for-sale financial assets (Note 10)	49,257,237	—
Short-term investments	25,493,133	243,376,712
Loans receivable (Note 8)	20,000,000	—
Property and equipment	563,100	—
Interest received	113,993,741	40,869,331
Decrease in other assets	(1,994,786)	(2,819,798)
Net cash flows used in investing activities	(291,607,867)	(1,094,538,358)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	605,003,015	(207,680,697)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	224,701,716	432,382,413
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 6)	₱829,704,731	₱224,701,716

See accompanying Notes to Financial Statements.



**CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD)
MUTUAL BENEFIT ASSOCIATION, INC.**
(A Nonstock, Not-for-Profit Association)

NOTES TO FINANCIAL STATEMENTS

1. Corporate Information

Center for Agriculture and Rural Development (CARD) Mutual Benefit Association, Inc. (the Association) was registered with the Securities and Exchange Commission (SEC) as a nonstock, not-for-profit association on October 29, 1999. It was granted a license by the Insurance Commission (IC) on May 22, 2001 to engage as a mutual benefit association that extends benefits and services for the welfare and financial security of its members and their families in the form of death benefits, medical subsidy, pension and loan redemption assistance and ensuring continued access to benefits and resources. The Association actively involves the members in the direct management of the Association including the implementation of policies and procedures geared towards sustainability and improved services.

As a nonstock, not-for-profit and mutual benefit association, the Association was granted tax exemption with respect to income and value-added taxes as provided under the National Internal Revenue Code of 1997 as amended by Republic Act 8424 known as the Comprehensive Tax Reform Program by the Bureau of Internal Revenue.

The registered office address of the Association is located at Colago Avenue, Barangay 1-A, San Pablo City, Laguna.

The accompanying financial statements of the Association were authorized for issue by the Board of Trustees on March 9, 2013.

2. Basis of Preparation

The accompanying financial statements have been prepared on a historical cost basis, except for financial assets at fair value through profit or loss (FVPL) and available-for-sale (AFS) financial assets which have been measured at fair value. The financial statements are presented in Philippine Peso (₱), which is the Association's functional and presentation currency. All amounts are rounded to the nearest peso, unless otherwise indicated.

Statement of Compliance

The financial statements of the Association have been prepared in compliance with Philippine Financial Reporting Standards (PFRS).

3. Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous financial years except for the adoption of the following amended PFRSs which became effective beginning January 1, 2012.

* SGVMG100510 *

- PFRS 7 (Amendments), *Financial Instruments: Disclosures - Transfers of Financial Assets*
The amendments require additional disclosures about financial assets that have been transferred but not derecognized to enhance the understanding of the relationship between those assets that have not been derecognized and their associated liabilities. In addition, the amendments require disclosures about continuing involvement in derecognized assets to enable users of financial statements to evaluate the nature of, and risks associated with, the entity's continuing involvement in those derecognized assets. The amendments do not affect disclosures and have no impact on the Association's financial position or performance since the Company is not involved in these types of transfers of financial assets.
- PAS 12 (Amendments), *Income Taxes - Deferred Tax: Recovery of Underlying Assets*
This amendment clarifies the determination of deferred tax on investment property measured at fair value. The amendment introduces a rebuttable presumption that the carrying amount of investment property measured using the fair value model in PAS 40, *Investment Property*, will be recovered through sale and, accordingly, requires that any related deferred tax should be measured on a 'sale' basis. The presumption is rebutted if the investment property is depreciable and it is held within a business model whose objective is to consume substantially all of the economic benefits in the investment property over time ('use' basis), rather than through sale. Furthermore, the amendment introduces the requirement that deferred tax on non-depreciable assets measured using the revaluation model in PAS 16, *Property, Plant and Equipment*, always be measured on a sale basis of the asset. The amendment did not have an impact on the Association's financial position or performance since the Association has no investment property and its property and equipment are carried at cost.

Future Changes in Accounting Policies

The Association will adopt the following new and amended standards and Philippine Interpretations of International Financial Reporting Interpretations Committee (IFRIC) interpretations enumerated below when these become effective. Except as otherwise stated, the Association does not expect the adoption of these new and amended PFRS and Philippine Interpretations to have significant impact on the financial statements.

Effective 2013

- PAS 1 (Amendments), *Presentation of Financial Statements - Presentation of Items of Other Comprehensive Income or OCI*
The amendments to PAS 1 change the grouping of items presented in other comprehensive income (OCI). Items that can be reclassified (or "recycled") to profit or loss at a future point in time (for example, upon derecognition or settlement) will be presented separately from items that will never be recycled. The amendments affect presentation only and have no impact on the Association's financial position or performance. The amendment becomes effective for annual periods beginning on or after July 1, 2012. The amendments will be applied retrospectively and will result to the modification of the presentation of items of OCI.
- PFRS 7 (Amendments), *Financial instruments: Disclosures - Offsetting Financial Assets and Financial Liabilities*
These amendments require an entity to disclose information about rights of set-off and related arrangements (such as collateral agreements). The new disclosures are required for all recognized financial instruments that are set off in accordance with PAS 32. These disclosures also apply to recognized financial instruments that are subject to an enforceable master netting arrangement or 'similar agreement', irrespective of whether they are set-off in

accordance with PAS 32. The amendments require entities to disclose, in a tabular format unless another format is more appropriate, the following minimum quantitative information.

This is presented separately for financial assets and financial liabilities recognized at the end of the reporting period:

- a) The gross amounts of those recognized financial assets and recognized financial liabilities;
- b) The amounts that are set off in accordance with the criteria in PAS 32 when determining the net amounts presented in the statement of financial position;
- c) The net amounts presented in the statement of financial position;
- d) The amounts subject to an enforceable master netting arrangement or similar agreement that are not otherwise included in (b) above, including:
 - i. Amounts related to recognized financial instruments that do not meet some or all of the offsetting criteria in PAS 32; and
 - ii. Amounts related to financial collateral (including cash collateral); and
- e) The net amount after deducting the amounts in (d) from the amounts in (c) above.

The amendments to PFRS 7 are to be retrospectively applied and are effective for annual periods beginning on or after January 1, 2013. The amendments affect disclosures only and have no impact on the Association's financial position or performance.

- **PFRS 10, *Consolidated Financial Statements***
PFRS 10 replaces the portion of PAS 27, *Consolidated and Separate Financial Statements*, that addresses the accounting for consolidated financial statements. It also includes the issues raised in SIC 12, *Consolidation - Special Purpose Entities*. PFRS 10 establishes a single control model that applies to all entities including special purpose entities. The changes introduced by PFRS 10 will require management to exercise significant judgment to determine which entities are controlled, and therefore, are required to be consolidated by a parent, compared with the requirements that were in PAS 27. The standard becomes effective for annual periods beginning on or after January 1, 2013.
- **PFRS 11, *Joint Arrangements***
PFRS 11 replaces PAS 31, *Interests in Joint Ventures*, and SIC 13, *Jointly Controlled Entities - Non-Monetary Contributions by Venturers*. PFRS 11 removes the option to account for jointly controlled entities using proportionate consolidation. Instead, jointly controlled entities that meet the definition of a joint venture must be accounted for using the equity method. The standard does not apply to the Association since the Association has not entered into any joint arrangements.
- **PFRS 12, *Disclosure of Interests in Other Entities***
PFRS 12 includes all of the disclosures related to consolidated financial statements that were previously in PAS 27, as well as all the disclosures that were previously included in PAS 31 and PAS 28, *Investments in Associates*. These disclosures relate to an entity's interests in subsidiaries, joint arrangements, associates and structured entities. A number of new disclosures are also required. The standard becomes effective for annual periods beginning on or after January 1, 2013. The adoption of PFRS 12 will affect disclosures on "Investment in Associates" only and have no impact on the Association's financial position or performance.

- PAS 27 (as revised in 2011), *Separate Financial Statements*
As a consequence of the issuance of the new PFRS 10, *Consolidated Financial Statements*, and PFRS 12, *Disclosure of Interests in Other Entities*, what remains of PAS 27 is limited to accounting for subsidiaries, jointly controlled entities, and associates in the separate financial statements. The adoption of the amended PAS 27 will not have a significant impact on the separate financial statements of the entities in the Association. The amendment becomes effective for annual periods beginning on or after January 1, 2013.
- PAS 28 (as revised in 2011), *Investments in Associates and Joint Ventures*
As a consequence of the issuance of the new PFRS 11, *Joint Arrangements*, and PFRS 12, *Disclosure of Interests in Other Entities*, PAS 28 has been renamed PAS 28, *Investments in Associates and Joint Ventures*, and describes the application of the equity method to investments in joint ventures in addition to associates. The amendment becomes effective for annual periods beginning on or after January 1, 2013. The adoption of the amended PAS 28 will not have an impact on the Association's financial statements since the Association is already accounting for its investments in associates using the equity method and the Association does not have existing investments in joint ventures.
- PFRS 13, *Fair Value Measurement*
PFRS 13 establishes a single source of guidance under PFRSs for all fair value measurements. PFRS 13 does not change when an entity is required to use fair value, but rather provides guidance on how to measure fair value under PFRS when fair value is required or permitted. This standard should be applied prospectively as of the beginning of the annual period in which it is initially applied. Its disclosure requirements need not be applied in comparative information provided for periods before initial application of PFRS 13. The standard becomes effective for annual periods beginning on or after January 1, 2013.

The Association does not consider that the definition of fair value that is applied in PFRS 13 differs in a material way from its current approach and consequently anticipates there will not be any impact from this standard on its financial position. However, PFRS 13 does expand the disclosure requirements in respect of fair value measurement.
- PAS 19 (Revised), *Employee Benefits*
Amendments to PAS 19 range from fundamental changes such as removing the corridor mechanism and the concept of expected returns on plan assets to simple clarifications and rewording. The revised standard also requires new disclosures such as, among others, a sensitivity analysis for each significant actuarial assumption, information on asset-liability matching strategies, duration of the defined benefit obligation, and disaggregation of plan assets by nature and risk. The amendments become effective for annual periods beginning on or after January 1, 2013.

The Association reviewed its existing employee benefits and determined that the amended standard has significant impact on its accounting for retirement benefits. The Association obtained the services of an external actuary to compute the impact to the financial statements upon adoption of the standard. The effects are detailed below:

Statements of Financial Position

	As of December 31, 2012	As at January 1, 2012
Increase (decrease) in:		
Pension asset	(P15,124,245)	(P5,296,045)
Other comprehensive income	(10,376,134)	(5,296,045)
Retained earnings	(4,748,111)	—

Statement of Income

	For the year ended December 31, 2012
Increase (decrease) in:	
Pension expense	(P547,934)

- Philippine Interpretation IFRIC 20, *Stripping Costs in the Production Phase of a Surface Mine*
This interpretation applies to waste removal costs (“stripping costs”) that are incurred in surface mining activity during the production phase of the mine (“production stripping costs”). If the benefit from the stripping activity will be realized in the current period, an entity is required to account for the stripping activity costs as part of the cost of inventory. When the benefit is the improved access to ore, the entity should recognize these costs as a noncurrent asset, only if certain criteria are met (“stripping activity asset”). The stripping activity asset is accounted for as an addition to, or as an enhancement of, an existing asset. After initial recognition, the stripping activity asset is carried at its cost or revalued amount less depreciation or amortization and less impairment losses, in the same way as the existing asset of which it is a part. The interpretation is not relevant to the Association as the Association is not involved in mining activities.

Annual Improvements to PFRSs (2009-2011 cycle)

The annual improvements to PFRSs (2009-2011 cycle) contain non-urgent but necessary amendments to PFRSs. The amendments are effective for annual periods beginning on or after January 1, 2013 and are applied retrospectively. Earlier application is permitted.

- PFRS 1, *First-time Adoption of PFRS - Borrowing Costs*
The amendment clarifies that, upon adoption of PFRS, an entity that capitalized borrowing costs in accordance with its previous generally accepted accounting principles, may carry forward, without any adjustment, the amount previously capitalized in its opening statement of financial position at the date of transition. Subsequent to the adoption of PFRS, borrowing costs are recognized in accordance with PAS 23, *Borrowing Costs*. The amendment does not apply to the Association as it is not a first-time adopter of PFRS.
- PAS 1, *Presentation of Financial Statements - Clarification of the requirements for comparative information*
The amendments clarify the requirements for comparative information that are disclosed voluntarily and those that are mandatory due to retrospective application of an accounting policy, or retrospective restatement or reclassification of items in the financial statements. An

entity must include comparative information in the related notes to the financial statements when it voluntarily provides comparative information beyond the minimum required comparative period. The additional comparative period does not need to contain a complete set of financial statements. On the other hand, supporting notes for the third balance sheet (mandatory when there is a retrospective application of an accounting policy, or retrospective restatement or reclassification of items in the financial statements) are not required.

The amendment will not have significant impact on the Association's financial statements since the comparative information disclosures are in accordance with the requirements of PAS 1.

- *PAS 16, Property, Plant and Equipment - Classification of servicing equipment*
The amendment clarifies that spare parts, stand-by equipment and servicing equipment should be recognized as property, plant and equipment when they meet the definition of property, plant and equipment and should be recognized as inventory if otherwise. The amendment will not have any significant impact on the Association's financial position or performance.
- *PAS 32, Financial Instruments: Presentation - Tax effect of distribution to holders of equity instruments*
The amendment clarifies that income taxes relating to distributions to equity holders and to transaction costs of an equity transaction are accounted for in accordance with PAS 12, *Income Taxes*. The Association expects that this amendment will not have any impact on its financial position or performance.
- *PAS 34, Interim Financial Reporting - Interim financial reporting and segment information for total assets and liabilities*
The amendment clarifies that the total assets and liabilities for a particular reportable segment need to be disclosed only when the amounts are regularly provided to the chief operating decision maker and there has been a material change from the amount disclosed in the entity's previous annual financial statements for that reportable segment. The amendment affects disclosures only and has no impact on the Association's financial position or performance.

Effective 2014

- *PAS 32 (Amendments), Financial Instruments: Presentation - Offsetting Financial Assets and Financial Liabilities*
These amendments are to be retrospectively applied for annual periods beginning on or after January 1, 2014. These amendments to PAS 32 clarify the meaning of "currently has a legally enforceable right to set-off" and also clarify the application of the PAS 32 offsetting criteria to settlement systems (such as central clearing house systems) which apply gross settlement mechanisms that are not simultaneous. The Association is currently assessing the impact of the amendments to PAS 32.

Effective 2015

- *PFRS 9, Financial Instruments: Classification and Measurement*
PFRS 9, as issued in 2010, reflects the first phase of the work on the replacement of PAS 39 and applies to classification and measurement of financial assets and financial liabilities as defined in PAS 39. In subsequent phases, hedge accounting and impairment of financial assets will be addressed with the completion of this project expected on the first half of 2012. The adoption of the first phase of PFRS 9 will have an effect on the classification and

measurement of the Association's financial assets, but will potentially have no impact on classification and measurements of financial liabilities. The Association will quantify the effect in conjunction with the other phases, when issued, to present a more comprehensive picture.

- Philippine Interpretation IFRIC 15, *Agreements for the Construction of Real Estate*
This Philippine Interpretation covers accounting for revenue and associated expenses by entities that undertake the construction of real estate directly or through subcontractors. This Philippine Interpretation requires that revenue on construction of real estate be recognized only upon completion, except when such contract qualifies as construction contract to be accounted for under PAS 11, *Construction Contracts*, or involves rendering of services in which case revenue is recognized based on stage of completion. Contracts involving provision of services with the construction materials and where the risks and reward of ownership are transferred to the buyer on a continuous basis will also be accounted for based on stage of completion. The SEC and the Financial Reporting Standards Council (FRSC) have deferred the effectivity of this interpretation until the final Revenue standard is issued by International Accounting Standards Board (IASB) and an evaluation of the requirements of the final Revenue standard against the practices of the Philippine real estate industry is completed.

4. Summary of Significant Accounting Policies

Use of Judgments Estimates and Assumptions

The preparation of the financial statements in conformity with PFRS requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. The estimates and assumptions used in the accompanying financial statements are based upon management's evaluation of relevant facts and circumstances as of the date of the financial statements. Actual results could differ from such estimates. For further information on critical judgments, estimates and assumptions, refer to Note 5.

Cash and Cash Equivalents

Cash includes cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less from dates of placement and that are subject to an insignificant risk of changes in value

Short-term Investments

Short-term investments are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of more than three months but less than one year from dates of placement. These earn interests at the respective short-term investment rates.

Financial Instruments

Date of recognition

Financial instruments are recognized in the statement of assets, liabilities and fund balance when the Association becomes a party to the contractual provisions of the instrument. Purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace are recognized on the trade date.

Initial recognition of financial instruments

Financial instruments are initially recognized at fair value of the consideration given (in case of an asset) or received (in case of a liability). Except for financial instruments at fair value through profit or loss (FVPL), the initial measurement of financial assets includes transaction costs. The Association classifies its financial assets in the following categories: held-to-maturity (HTM) investments, AFS investments, FVPL investments and receivables. The Association classifies its financial liabilities into financial liabilities at FVPL and other financial liabilities. The classification depends on the purpose for which the investments were acquired and whether they are quoted in an active market. Management determines the classification of its investments at initial recognition and, where allowed and appropriate, re-evaluates such designation at every end of the reporting period.

Determination of fair value

The fair value for financial instruments traded in active markets at the end of the reporting period is based on their quoted market price or dealer price quotations (bid price for long positions and ask price for short positions), without any deduction for transaction costs. When current bid and ask prices are not available, the price of the most recent transaction provides evidence of the current fair value as long as there has not been a significant change in economic circumstances since the time of the transaction.

For all other financial instruments not listed in an active market, the fair value is determined by using appropriate valuation techniques. Valuation techniques include net present value techniques, comparison to similar instruments for which market observable prices exist, options pricing models, and other relevant valuation models.

Fair value hierarchy

The Association uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.
- Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
- Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

Day 1 profit

Where the transaction price in a non-active market is different to the fair value from other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable market, the Association recognizes the difference between the transaction price and fair value (a Day 1 profit) in the statement of revenue and expenses. In cases where use is made of data which is not observable, the difference between the transaction price and model value is only recognized in the statement of income when the inputs become observable or when the instrument is derecognized. For each transaction, the Association determines the appropriate method of recognizing the Day 1 profit amount.

Loan and receivables

Receivables include non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and for which the Association has no intention of trading. Receivables are carried at amortized cost using the EIR method, reduced by allowance for impairment losses. Gains and losses are recognized in the statement of income when the

receivables are derecognized or impaired based on comparison with fair value.

Financial assets or financial liabilities at FVPL

This category consists of financial assets or financial liabilities that are held for trading or designated by management as at FVPL on initial recognition. Derivative instruments, except those covered by hedge accounting relationships, are also classified under this category.

Financial assets or financial liabilities at FVPL are recorded in the Association's statement of financial position at fair value, with changes in fair value being recorded under "Fair value gains from financial assets at FVPL" account in the association statement of income.

Financial assets or financial liabilities are classified in this category are designated by management on initial recognition when any of the following criteria are met:

- the designation eliminates or significantly reduces the inconsistent treatment that would otherwise arise from measuring the assets or liabilities or recognizing gains or losses on a different basis; or
- the assets and liabilities are part of a group of financial assets, financial liabilities or both which are managed and their performance are evaluated on a fair value basis, in accordance with a documented risk management or investment strategy; or
- the financial instrument contains an embedded derivative, unless the embedded derivative does not significantly modify the cash flows or it is clear, with little or no analysis, that it would not be separately recorded.

AFS financial assets

AFS financial assets are those investments which are designated as such or do not qualify to be classified as designated as at FVPL, HTM investments or loans and receivables. They are purchased and held indefinitely, and may be sold in response to liquidity requirements or changes in market conditions. They include equity investments, money market papers and other debt instruments.

These investments are initially recorded at cost, being the fair value of the consideration paid for the acquisition of the investment, excluding all transaction costs directly attributable to the acquisition. After initial recognition, AFS financial assets are subsequently measured at fair value. Interest earned on holding AFS financial assets are reported as interest income using the EIR. The unrealized gains and losses arising from the fair valuation of AFS financial assets are excluded from reported earnings and are reported as "Reserve for fluctuation in value of AFS financial assets" (net of tax, where applicable) in the other comprehensive income in the fund balance section of the Association's statement of financial position. When the security is disposed of, the cumulative gains or losses previously recognized in equity is recognized in the Association's statement of income.

When the fair value of AFS financial assets cannot be measured reliably because of lack of reliable estimates of future cash flows and discount rates necessary to calculate the fair value of unquoted equity instruments, these investments are carried at cost, less any allowance for impairment losses. Dividends earned on holding AFS financial assets are recognized in the Association's statement of income when the right of payment has been established.

The losses arising from impairment of such investments are recognized as “Provision for impairment losses” included under “Operating expenses” in the Association’s statement of income.

As of December 31, 2012, AFS financial assets include investment in mutual fund and equity investment in preferred shares of San Miguel Corporation and CARD Bank, Inc. Investments in mutual fund is initially recorded at fair value and revalued at year end in reference to published net asset value. The investments in quoted and unquoted preferred shares are initially recorded at cost, being the fair value of the investment at the time of acquisition. The investment in unquoted preferred shares is carried at cost due to the unpredictable nature of future cash flows and the lack of other suitable methods of arriving at a reliable fair value. The investments in quoted preferred shares are carried at their market values.

HTM investments

HTM investments are non-derivative financial assets that comprise fixed or determinable income securities of which the Association has the positive intention and ability to hold until maturity. Investments intended to be held for an undefined period are not included in this classification. These investments are initially recognized at cost, being the fair value of the consideration paid for the acquisition of the investment. All transaction costs directly attributable to the acquisition are also included in the cost of the investment. Subsequent to initial recognition, these investments are carried at amortized cost, using the effective interest rate (EIR) method. The cost is computed as the amount initially recognized minus principal repayments, plus or minus the cumulative amortization using the EIR method of any difference between the initially recognized amount and the maturity amount. This calculation includes all fees and points paid or received between parties to the contract that are an integral part of the EIR, transaction costs and all other premiums and discounts. Gains and losses are recognized in the statement of income when the investments are derecognized or impaired, as well as through the amortization process. These investments represent debt securities where the Association has the positive intent and financial capability to hold to maturity.

Other financial liabilities

Issued financial instruments or their components, which are not designated at FVPL are classified as other financial liabilities where the substance of the contractual arrangement results in the Association having an obligation either to deliver cash or another financial asset to the holder, or to satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares. The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount after deducting from the instrument as a whole the amount separately determined as the fair value of the liability component on the date of issue. After initial measurement, other financial liabilities are subsequently measured at amortized cost using the EIR method. Amortized cost is calculated by taking into account any discount or premium on the issue and fees that are an integral part of the EIR.

This accounting policy applies primarily to the Association’s “Accounts payable and accrued expenses”, “Retirement savings fund” and other obligations that meet the above definition (other than liabilities covered by other accounting standards, such as income tax payable and pension liability).

Classification of Financial Instruments Between Debt and Equity

A financial instrument is classified as debt if it provides for a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the Association; or

- satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of equity shares.

If the Association does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability.

The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount, after deducting from the instrument as a whole, the amount separately determined as the fair value of the liability component on the date of issue.

Offsetting

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Impairment of Financial Assets

An assessment is made at each reporting date as to whether there is objective evidence that a specific financial asset may be impaired. If such evidence exists, any impairment loss is recognized in the statement of income.

Assets carried at amortized cost

If there is objective evidence that an impairment loss on financial assets carried at amortized cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original EIR (i.e., the EIR computed at initial recognition). The carrying amount of the asset shall be reduced through use of an allowance account. The amount of the loss shall be recognized in the statement of income.

The Association first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, and individually or collectively for financial assets that are not individually significant. If it is determined that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, the asset is included in a group of financial assets with similar credit risk characteristics and that group of financial assets is collectively assessed for impairment. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognized are not included in a collective assessment of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed. Any subsequent reversal of an impairment loss is recognized in the statement of income, to the extent that the carrying value of the asset does not exceed its amortized cost at the reversal date.

Assets carried at cost

If there is objective evidence that an impairment loss on an unquoted equity instrument that is not carried at fair value because its fair value cannot be reliably measured, or on a derivative asset that is linked to and must be settled by delivery of such an unquoted equity instrument has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset.

AFS financial assets

If an AFS financial assets is impaired, an amount comprising the difference between its cost (net of any principal payment and amortization) and its current fair value, less any impairment loss previously recognized in the statement of income, is transferred from equity to the statement of income. Reversals in respect of equity instruments classified as AFS financial assets are not recognized in the statement of income. Reversals of impairment losses on debt instruments are reversed through the statement of income if the increase in fair value of the instrument can be objectively related to an event occurring after the impairment loss was recognized in the statement of income.

Derecognition of Financial Assets and Liabilities

Financial assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognized when:

- the right to receive cash flows from the asset have expired;
- the Association retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- the Association has transferred its right to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the asset, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Association has transferred its right to receive cash flows from an asset and has neither transferred nor retained substantially all the risk and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Association's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the carrying amount of the asset and the maximum amount of consideration that the Association could be required to repay.

Financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the Association's statement of income.

Deferred Acquisition Costs (DAC)

Commissions and other acquisition costs incurred during the financial period that vary with and are related to securing new healthcare plan contracts and/or renewing of existing healthcare plan contracts, but which relate to subsequent financial periods, are deferred to the extent that they are recoverable out of future revenue margins. All other costs are recognized as expense when incurred.

Subsequent to initial recognition, these costs are amortized on a straight-line basis over the life of the contract. Amortization is charged to the statement of income. The unamortized acquisition costs are shown as DAC in the Assets Section of the statement of assets, liabilities and fund balance.

An impairment review is performed at each reporting date or more frequently when an indication

of impairment occurs. The carrying value is written down to recoverable amount. The impairment loss is charged to the statement of income.

Investments in Associates

Investments in CARD MRI Information Technology, Inc. (CMIT) and BotiCARD, Inc. (BotiCARD), associates, are accounted for under the equity method of accounting. An associate is an entity in which the Association has significant influence and which is neither a subsidiary nor a joint venture. Under the equity method, the investment in associate is carried in the statement of financial position at cost plus post-acquisition changes in the Association's share in the net assets of the investee. The statement of income reflects the Association's share of the results of the operations of the investee. Unrealized gains arising from intercompany transactions are eliminated to the extent of the Association's interest therein. Unrealized losses are eliminated similarly but only to the extent that there is no evidence of impairment of the asset transferred. Dividends received are treated as a reduction in the carrying value of the investment.

Property and Equipment

Property and equipment, except for land, are stated at cost less accumulated depreciation and any impairment in value. Land is carried at cost less any impairment in value. The initial cost of property and equipment comprises its purchase price, including taxes and directly attributable cost to bring the asset to its working condition and location for its intended use. Expenditures incurred after the fixed assets have been put into operation, such as repairs and maintenance are normally charged to income in the period in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as an additional cost of property and equipment.

Depreciation is computed using the straight-line method over the estimated useful lives (EUL) of the assets as follows:

	Years
Building	10-15
Transportation equipment	5
Computer and office equipment	3
Office furniture and fixtures	3

Fully depreciated assets are retained in the accounts until they are no longer in use and no further charge for depreciation is made with respect to these assets.

The useful life and the depreciation method are reviewed periodically to ensure that the period and the method of depreciation are consistent with the expected pattern of economic benefits from items of property and equipment.

The carrying values of the property and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying values may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amounts, an impairment loss is recognized in the statement of revenue and expenses.

Impairment of Nonfinancial Assets

The Association assesses at each end of the reporting period whether there is an indication that property and equipment may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Association makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An assessment is made at each end of the reporting period as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in profit or loss unless the asset is carried at revalued amount, in which case, the reversal is treated as a revaluation increase. After such reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

Fund Balance

Fund balance represents accumulated excess of revenue over expenses.

Revenue Recognition

The Association assesses its revenue arrangements against specific criteria in order to determine if it is acting as principal or agent. The Association has concluded that it is acting as principal and agent in its revenue agreements. The following specific recognition criteria must also be met before revenue is recognized:

Premiums revenue

Premiums are recognized as earned when due. When premiums are recognized, actuarial liabilities are computed, with the result that benefits and expenses are matched with such revenue.

Contribution income - AKAP

Contribution income - AKAP pertains to the contribution received for the health care program introduced by the Association in which the members are given the privilege to use the facilities of affiliated hospitals. This is valid for one (1) year and the Association assumes the risk of funding the member's healthcare services and related administrative costs. Contributions received are recognized as revenue over the period of agreement.

Interest income

Interest on interest-bearing placements and securities are recognized based on the accrual accounting using the EIR method.

Other income

Income from other sources is recognized when earned.

Insurance Contract Liabilities

Life insurance contract liabilities

Life insurance contract liabilities are recognized when the contracts are entered into and the premiums are recognized. The reserve for life insurance contracts is calculated on the basis of a prudent prospective actuarial valuation method where the assumptions used depend on the circumstances prevailing in each life operation.

Loan redemption contract liabilities

Loan redemption contract liabilities are recognized when the contracts are entered into and the premiums are recognized. The reserve for loan redemption contracts is calculated on the basis of a prudent prospective actuarial valuation method where the assumptions used are based on 60% of gross premiums of the Association for the year.

Liability adequacy test

Liability adequacy tests are performed annually to ensure the adequacy of the insurance contract liabilities. In performing these tests, current best estimates of future contractual cash flows, claims handling and policy administration expenses are used. Any deficiency is immediately charged against the statement of income initially by establishing a provision for losses arising from the liability adequacy tests.

Claim Costs

Liabilities for unpaid claim costs and loss adjustment expenses relating to insurance contracts are accrued when insured events occur. The liabilities for unpaid claims, including those for incurred but not reported losses, are based on the estimated ultimate cost of settling the claims. The method of determining such estimates and establishing reserves are continually reviewed and updated. Changes in estimates of claim costs resulting from the continuous review process and differences between estimates and payments for claims are recognized as income or expense in the period when the estimates are changed or payments are made.

AKAP Healthcare Benefits

AKAP healthcare benefits and claims include all claims incurred, including estimates of medical care services that have been rendered on behalf of the members but for which claims have either not yet been received or processed, and for liabilities for physician, hospital and other medical cost disputes.

Expense Recognition

Expenses are decreases in economic benefits during the accounting period in the form of outflows or decrease of assets or incurrence of liabilities that result in decrease in equity, other than those relating to distributions to equity participants.

Benefits and claims

Life insurance claims reflect the cost of all claims arising during the year, including claims handling costs. Death claims and surrenders are recorded on the basis of notifications received. Maturities and annuity payments are recorded when due. Benefits recorded are then accrued as liabilities.

Claims handling costs include internal and external costs incurred in connection with the negotiation and settlement of claims. Internal costs include all direct expenses of the claims department and any part of the general and administrative expenses directly attributable to the claims function.

Service fees

Fees charged to the Association in exchange for collecting contribution to members by its collecting institution are recognized as expense when services are rendered.

General and administrative expenses

Expenses consist of costs of administering the business. These are recognized as expenses as incurred.

Pension Cost

Pension cost is actuarially determined using the projected unit credit method. This method reflects services rendered by employees up to the date of valuation and incorporates assumptions concerning employees' projected salaries. Actuarial valuations are conducted with sufficient regularity, with option to accelerate when significant changes to underlying assumptions occur. Pension cost includes current service cost, interest cost, actuarial gains and losses and the effect of any curtailment or settlement.

The net pension asset recognized by the Association in respect of the defined benefit pension plan is the lower of: (a) the fair value of the plan assets less the present value of the defined benefit obligation at the end of reporting date, together with adjustments for unrecognized actuarial gains or losses that shall be recognized in later periods; or (b) the total of any cumulative unrecognized net actuarial losses and past service cost and the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The defined benefit obligation is calculated annually by independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by using risk-free interest rates of long-term government bonds that have terms to maturity approximating the terms of the related pension liability or applying a single weighted average discount rate that reflects the estimated timing and amount of benefit payments.

Actuarial gains and losses is recognized in profit or loss if the cumulative unrecognized actuarial gains and losses at the end of the previous reporting period exceeded the greater of 10% of the present value of defined benefit obligation or 10% of the fair value of plan assets. These gains and losses are recognized over the expected average remaining working lives of the employees participating in the plan.

Leases

The determination of whether an arrangement is, or contains a lease, is based on the substance of the arrangement at inception date, and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific assets and the arrangement conveys a right to use the asset. A reassessment is made after inception of the lease only if one of the following applies:

- a) there is a change in contractual terms, other than a renewal or extension of the arrangement;
- b) a renewal option is exercised or an extension granted, unless that term of the renewal or extension was initially included in the lease term;
- c) there is a change in the determination of whether fulfillment is dependent on a specified asset;
or
- d) there is a substantial change to the asset.

Where a reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave rise to the reassessment for any of the scenarios above, and at the renewal or extension period for the second scenario.

Association as lessee

Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating lease payments are recognized as expense in the statement of income on a straight-line basis over the lease term. Indirect costs incurred in negotiating an operating lease are added to the carrying value of the leased asset and recognized over the lease term on the same basis as the lease income. Minimum lease payments are recognized on a straight-line basis while the variable rent is recognized as an expense based on the terms of the lease contract.

Association as a lessor

Leases where the Association retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same bases as rental income. Contingent rents are recognized as revenue in the period in which these are earned.

Provisions

Provisions are recognized when an obligation (legal or constructive) is incurred as a result of a past event and where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as an interest expense.

Contingent Liabilities and Contingent Assets

Contingent liabilities are not recognized in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

Events After the End of the Reporting Period

Any post period year-end event that provides additional information about the Association's position at the end of the reporting period (adjusting event) is reflected in the financial statements. Any post year-end event that is not adjusting event, is disclosed when material to the financial statements.

5. Significant Accounting Judgments, Estimates and Assumptions

The preparation of the financial statements in accordance with PFRS requires the Association to make estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and contingent liabilities. Future events may occur which will cause the assumptions used in arriving at the estimates to change. The effects of any change in estimates are reflected in the financial statements as they become reasonably determinable.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Judgments

Product classification

The Association has determined that the insurance policies it issues have significant insurance risk and therefore meet the definition of an insurance contract and should be accounted for as such.

Classification of HTM investments

The Association classifies non-derivative financial assets with fixed or determinable payments and fixed maturities as HTM investments. This classification requires significant judgment. In making this judgment, the Association evaluates its intention and ability to hold such investments to maturity. If the Association fails to keep these investments to maturity other than in certain specific circumstances, the Association will be required to reclassify the entire portfolio as AFS financial assets and to measure these at fair value and not at amortized cost. The Association has HTM investments amounting to ₱3,128.63 million and ₱2,813.58 million as of December 31, 2012 and 2011, respectively (Note 11). As of December 31, 2012 and 2011, the fair market value of HTM investments amounted to ₱3,355.71 million and ₱3,012.76 million, respectively (Note 11).

Operating leases - Association as lessee

The Association has entered into lease agreements related to various properties for its head office and provincial offices. The Association has determined that the lessors retain all significant risks and rewards of ownership of these properties and thus accounts for these as operating leases.

Operating leases - Association as lessor

The Association has entered into commercial property leases. The Association has determined that it retains all the significant risks and rewards of ownership of these properties which are leased out on operating leases.

Classification of financial assets

The Association classifies financial assets by evaluating, among others, whether the asset is quoted or not in an active market. Included in the evaluation on whether a financial asset is quoted in an active market is the determination on whether quoted prices are readily and regularly available, and whether those prices represent actual and regularly occurring market transactions on an arm's length basis. The carrying values of AFS financial assets not quoted in an active market amounted to ₱143.13 million and ₱127.50 million as of December 31, 2012 and 2011, respectively (Note 10).

Fair value of financial instruments

The Association carries certain financial assets at fair value, which requires extensive use of accounting estimates and judgments. Fair value determinations for financial assets and liabilities are based generally on listed or quoted market prices. If prices are not readily determinable or if liquidating the positions is reasonably expected to affect market prices, fair value is based on either internal valuation models or management's estimate of amounts that could be realized under current market conditions, assuming an orderly liquidation over a reasonable period of time.

While significant components of fair value were determined using verifiable objective evidence (i.e., foreign exchange rates, interest rates, volatility rates), the amount of changes in fair value of these financial assets and liabilities would affect profit and loss and equity. The following are the details of financial instruments carried at fair value:

	2012	2011
Financial assets		
Financial assets at FVPL (Note 9)	₱20,260,000	₱20,480,000
AFS financial assets (Note 10)	472,312,231	330,449,702

The fair values of the Association's financial instruments follow (Note 25):

	2012	2011
Financial assets	₱4,829,047,849	₱3,781,988,249
Financial liabilities	174,381,361	65,204,549

Estimates

Impairment of nonfinancial assets

The Association assesses impairment on assets whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The factors that the Association considers important which could trigger an impairment review include the following:

- significant underperformance relative to expected historical or projected future operating results;
- significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- significant negative industry or economic trends.

The Association recognizes an impairment loss whenever the carrying amount of the asset exceeds its recoverable amount. Recoverable amounts are estimated for individual assets or, if it is not possible, for the CGU to which the asset belongs.

For the years ended December 31, 2012 and 2011, no impairment loss has been recognized for the Association's property and equipment.

The related balances of the Association's nonfinancial assets follow (Note 12):

	2012	2011
Property and equipment	₱68,708,142	₱30,755,853
Accumulated depreciation	13,201,744	8,245,568

Impairment losses of receivables

The Association reviews its receivables to assess impairment annually. In determining whether an impairment loss should be recorded in the statement of revenue and expenses, the Association makes judgments as to whether there is any observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of loans before the decrease can be identified with an individual loan in that portfolio. Total receivables net of allowance for impairment losses amounted to ₱80.67 million and ₱106.66 million as of December 31, 2012 and 2011, respectively (Note 8). Allowance for impairment losses amounted to ₱2.62 million and ₱3.49 million as of December 31, 2012 and 2011, respectively (Note 8).

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Impairment of AFS financial assets

The Association determines that AFS financial assets are impaired when there has been a significant or prolonged decline in the fair value below cost. This determination of what is significant or prolonged requires judgment. In making this judgment, the Association evaluates among other factors, the normal volatility in price. In addition, impairment may be appropriate when there is evidence of deterioration in the financial health of the investee, industry and sector performance, changes in technology, and operational and financing cash flows. As of December 31, 2012 and 2011, the fair value of AFS financial assets amounted to ₱472.31 million and ₱330.45 million, respectively (Note 10).

Retirement and other employee benefits

The determination of the obligation and cost of retirement and other employee benefits is dependent on the selection of certain assumptions used by actuaries in calculating such amounts. Those assumptions include, among others, discount rates, expected return on plan assets and salary increase rates. In accordance with PFRS, actual results that differ from the Association's assumptions, subject to the 10% corridor test, are accumulated and amortized over future periods and therefore, generally affect the recognized expense and recorded obligation in such future periods.

While the Association believes that the assumptions are reasonable and appropriate, significant differences between actual experiences and assumptions may materially affect the cost of employee benefits and related obligations.

As of December 31, 2012 and 2011, the Association has unrecognized net actuarial losses amounting to ₱27.15 million and ₱15.12 million, respectively (Note 24).

Provision for reserves

The estimation of ultimate liability arising from claims made under life insurance contracts is the Association's most critical accounting estimate. There are several sources of uncertainty that need to be considered in the estimate of the liability that the Association will ultimately pay for such claims. Previous experience and trends are fundamentally considered in determining the liability. In determining the provision for reserves, estimates are made as to the expected number of deaths, illness or injury for each of the years in which the Association is exposed to risk. These estimates are based on standard industry and national mortality and morbidity tables. The estimated number of deaths, illness or injury determines the value of possible future benefits to be paid out, which will be factored into ensuring sufficient cover by reserves, which in return is monitored against current and future premiums. Estimates are also made to future investment income arising from the assets backing life insurance contracts. These estimates are based on weighted average rate of return arising from the assets backing life insurance contracts. Refer to Note 25 for the key assumptions used in the estimation of provision for reserves.

6. Cash and Cash Equivalents

This account consists:

	2012	2011
Cash on hand	₱3,148,181	₱2,510,724
Cash in banks	40,859,704	40,161,117
Short-term deposits	785,696,846	182,029,875
	₱829,704,731	₱224,701,716

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Cash in banks earns interest at the prevailing bank deposit rates. Short-term deposits are made for varying periods of between one (1) day and three (3) months depending on the immediate cash requirements of the Association and earn interest at the prevailing short-term deposit rates.

Cash in banks earned interest ranging from 1.00% to 3.00% in 2012 and in 2011. Short-term deposits earned interest ranging from 3.00% to 4.00% and 2.75% to 4.00% in 2012 and 2011, respectively.

7. Short-term Investments

Short-term investments amounted to ₱70,384,177 and ₱86,625,758 as of December 31, 2012 and December 31, 2011, respectively.

Short-term investments are money market placements that bear annual interest at rates that ranged from 1.00% to 6.00% in 2012 and in 2011. Interest income earned from these investments amounted to ₱7.62 million and ₱16.32 million in 2012 and 2011, respectively.

8. Loans and receivables

This account consists of:

	2012	2011
Accrued interest receivable	₱46,531,776	₱35,311,295
Accounts receivable (Note 23)	24,531,048	37,673,508
Loans receivable (Note 23)	10,000,000	30,000,000
Other receivables	2,225,157	7,159,571
	83,287,981	110,144,374
Less allowance for impairment losses	2,615,863	3,488,405
	₱80,672,118	₱106,655,969

The following is a reconciliation of the changes in allowance for impairment losses:

	2012	2011
At January 1	₱3,488,405	₱6,007,321
Provision for impairment losses (Note 21)	1,560,570	10,181,653
Amounts written off	(2,433,112)	(12,700,569)
At December 31	₱2,615,863	₱3,488,405

Accrued interest receivable pertains mainly to interest accrued arising from cash and cash equivalents, short-term investments, investments in government securities, corporate bonds and notes.

Accounts receivable are generally on 1 to 30 day terms. Receivables from related parties represent premiums collected by related parties from the Association's members (Note 23).

In 2010, the Association loaned ₱30.00 million to its associate, CARD MRI Information Technology, Inc. (CMIT), to finance CMIT's working capital requirements in its first year of operation. The loan earns interest of 6.00% per annum with various maturities until December 31, 2016. The outstanding loan balance as of December 31, 2012 amounting to ₱10 million was paid in full by CMIT on March 1, 2013.

Other receivables consist of cash advances of officers and employees, commissions and claims paid for in behalf of CARD MRI insurance agency (CAMIA).

As of December 31, 2012 and 2011, allowance for impairment losses for receivables determined on a specific basis follows:

	Accounts Receivable	Other Receivables	Total
At January 1, 2011	₱5,419,070	₱588,251	₱6,007,321
Provision for impairment losses	6,788,413	3,393,240	10,181,653
Amounts written off	(12,051,053)	(649,516)	(12,700,569)
At December 31, 2011	156,430	3,331,975	3,488,405
Provision for impairment losses	1,513,057	47,513	1,560,570
Amounts written off	(8,445)	(2,424,667)	(2,433,112)
At December 31, 2012	₱1,661,042	₱954,821	₱2,615,863

9. Financial Assets at FVPL

As of December 31, 2012, financial assets at FVPL consist of San Miguel Corporation preferred shares. The rollforward of these investments follows:

	2012	2011
At January 1	₱20,480,000	₱—
Acquisition cost	—	20,000,000
Fair value gain (loss) from FVPL financial assets	(220,000)	480,000
At December 31	₱20,260,000	₱20,480,000

10. Available-for-Sale Financial Assets

This account consists of:

	2012	2011
Quoted securities - at fair value		
Mutual funds	₱254,189,856	₱202,949,702
Preferred shares	74,997,375	—
	329,187,231	202,949,702
Unquoted securities - at cost		
Preferred shares	143,125,000	127,500,000
	₱472,312,231	₱330,449,702

The carrying values of AFS financial assets have been determined as follows:

	Quoted Equity Securities	Unquoted Equity Securities	Investments in Mutual Funds	Total
At January 1, 2011	₱—	₱67,500,000	₱86,287,804	₱153,787,804
Additions	—	60,000,000	102,000,000	162,000,000
Fair value gains	—	—	14,661,898	14,661,898
At December 31, 2011	—	127,500,000	202,949,702	330,449,702
Additions	74,997,375	15,625,000	80,458,430	171,080,805
Fair value gains	—	—	20,038,961	20,038,961
Disposals	—	—	(49,257,237)	(49,257,237)
At December 31, 2012	₱74,997,375	₱143,125,000	₱254,189,856	₱472,312,231

Investments in quoted securities pertain to the Association's investments in San Miguel Corporation preferred shares. In 2012, the Association purchased 999,955 shares of San Miguel Corporation preferred shares amounting to ₱75 million. This cost also represents the fair value of the shares as of December 31, 2012.

Investments in unquoted preferred shares pertain to the Association's investments in CARD Bank and Responsible Investment for Solidarity and Empowerment (RISE) Financing Company, Inc.

The Association purchased additional 78,125 and 300,000 preferred shares of CARD Bank, Inc., an affiliated Microfinance-Oriented Rural Bank, in 2012 and 2011, amounting to ₱15.63 million and ₱60.00 million, respectively. The Association owns 678,125 and 600,000 preferred shares of CARD Bank, Inc. amounting to ₱135.63 million and ₱120.00 million, as of December 31, 2012 and 2011, respectively.

The Association owns 1,000 shares of Responsible Investment for Solidarity and Empowerment (RISE) Financing Company, Inc. preferred shares amounting to ₱7.50 million as of December 31, 2012 and 2011.

The Association acquired 46,528,423 and 32,684,416 shares of Sun Life Prosperity Bond Fund shares in 2012 and 2011 amounting to ₱102.00 million and ₱80.46 million, respectively. As of December 31, 2012 and 2011, the Association's investments in mutual funds amounted to ₱254.19 million and ₱202.95 million, respectively.

The reserve for fluctuation in value of the investments in mutual funds amounted to ₱26.08 million and ₱36.56 million in 2012 and 2011, respectively. This is presented as "Other comprehensive income" in the statements of financial position.

The rollforward of the reserve for fluctuation in value of AFS financial assets follows:

	2012	2011
Beginning balance	₱36,560,533	₱21,898,635
Transfer to profit or loss	(30,518,460)	—
Other comprehensive income		
Fair value gains on available-for-sale financial assets	20,038,961	14,661,898
	₱26,081,034	₱36,560,533

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11. Held-to-Maturity Investments

As at December 31, 2012 and 2011, HTM investments include government securities classified as guaranty fund amounting to ₱126.90 million and ₱127.49 million, respectively (Note 27). These investments are deposited with the IC, in accordance with the provisions of the Insurance Code, as security for the benefit of policyholders and creditors of the Association.

As of December 31, 2012 and 2011, the carrying amounts and fair values of these securities follow:

	2012		2011	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Fixed treasury notes	₱2,075,523,742	₱2,216,433,998	₱1,554,367,699	₱1,631,565,995
Retail treasury bonds	559,774,540	617,409,174	526,311,190	561,893,156
Government bonds	116,146,828	127,245,849	393,988,308	440,389,869
Corporate bonds	250,288,574	256,660,717	211,425,410	246,400,216
Guaranty fund	126,900,679	137,964,854	127,487,319	132,514,008
	₱3,128,634,363	₱3,355,714,592	₱2,813,579,926	₱3,012,763,244

These investments bear annual interest rates ranging from 4.54% to 12.00% in 2012 and 3.75% to 12.00 % in 2011 and will mature between one (1) and ten (10) years from the statements of financial position date. Interest income from these investments amounted to ₱154.89 million and ₱77.65 million in 2012 and 2011, respectively.

The carrying value of HTM investments follows:

	2012	2011
At January 1	₱2,813,579,926	₱1,860,584,197
Additions	662,757,592	1,053,454,804
Amortization of bond discount	41,173,767	27,168,237
Maturities	(388,876,922)	(127,627,312)
At December 31	₱3,128,634,363	₱2,813,579,926

12. Property and Equipment - net

The composition and movements in this account follow:

	2012					Total
	Land	Transportation Equipment	Computer and Office Equipment	Office Furniture and Fixtures	Building	
Cost						
At January 1	₱15,634,765	₱3,814,232	₱13,920,307	₱639,590	₱4,992,527	₱39,001,421
Additions	36,210,485	3,831,895	4,340,947	323,938	—	44,707,265
Disposals	—	(1,353,184)	(445,616)	—	—	(1,798,800)
At December 31	51,845,250	6,292,943	17,815,638	963,528	4,992,527	81,909,886
Accumulated Depreciation and Amortization						
At January 1	—	1,812,343	6,076,459	356,766	—	8,245,568
Depreciation	—	1,207,947	4,262,588	222,089	499,252	6,191,876
Disposals	—	(890,000)	(345,700)	—	—	(1,235,700)
At December 31	—	2,130,290	9,993,347	578,855	499,252	13,201,744
Net Book Value	₱51,845,250	₱4,162,653	₱7,822,291	₱384,673	₱4,493,275	₱68,708,142

	2011					
	Land	Transportation Equipment	Computer and Office Equipment	Office Furniture and Fixtures	Building	Total
Cost						
At January 1	₱2,101,835	₱5,486,396	₱10,802,475	₱558,900	₱–	₱18,949,606
Additions	13,532,930	86,000	3,119,796	114,222	4,992,527	21,845,475
Retirements	–	(1,758,164)	(1,964)	(33,532)	–	(1,793,660)
At December 31	15,634,765	3,814,232	13,920,307	639,590	4,992,527	39,001,421
Accumulated Depreciation and Amortization						
At January 1	–	2,609,313	4,407,379	268,714	–	7,285,406
Depreciation	–	961,194	1,671,044	121,584	–	2,753,822
Retirements	–	(1,758,164)	(1,964)	(33,532)	–	(1,793,660)
At December 31	–	1,812,343	6,076,459	356,766	–	8,245,568
Net Book Value	₱15,634,765	₱2,001,889	₱7,843,848	₱282,824	₱4,992,527	₱30,755,853

Fully depreciated property and equipment amounting to ₱7.82 million and ₱4.67 million as of December 31, 2012 are still in active use.

Depreciation expense charged against operations amounted to ₱6.19 million ₱2.75 million in 2012 and 2011, respectively. (Note 21)

13. Investments in and advances to Associates

Details of the Association's investments in associates follow:

	2012		2011	
	Amount	Percentage*	Amount	Percentage*
CMIT	₱17,756,568	30%	₱16,472,026	39%
BotiCARD	7,691,085	40%	3,947,821	30%
	₱25,447,653		₱20,419,847	

*Percentage ownership of the Association in the total outstanding number of shares of the company.

The details of the CMIT investment follow:

	2012	2011
Acquisition cost:		
At January 1	₱11,500,000	₱1,500,000
Placements	–	10,000,000
At December 31	11,500,000	11,500,000
Accumulated equity in net earnings:		
At January 1	4,972,026	1,679,141
Equity in net earnings	1,284,542	3,292,885
At December 31	6,256,568	4,972,026
	₱17,756,568	₱16,472,026

The Association purchased 15,000 and 100,000 common shares of CMIT in 2012 and 2011 amounting to ₱10.00 million and ₱1.50 million, respectively.

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The undistributed accumulated equity in CMIT's net earnings of ₱6.26 million and ₱4.97 million as of December 31, 2012 and 2011, respectively, which were included in the Association's unappropriated fund balance, are not available for dividend declaration until these are actually received.

As of December 31, 2012 and 2011, the Association's investment in CMIT amounted to ₱17.76 million and ₱16.47 million, respectively.

The details of the BotiCARD investment as of December 31, 2012 follow:

	2012	2011
Acquisition cost		
At January 1	₱3,900,000	₱—
Placements	—	3,900,000
Advances for stock subscription	3,000,000	—
At December 31	6,900,000	3,900,000
Accumulated equity in net earnings:		
At January 1	47,821	—
Equity in net earnings	743,264	47,821
At December 31	791,085	47,821
	₱7,691,085	₱3,947,821

In 2011, the Association purchased 780,000 common shares of BotiCARD Inc. (BotiCARD) representing 39% ownership amounting to ₱3.90 million. In 2012, the Association deposited ₱3 million to BotiCARD which will be used to subscribe to fixed number of common shares of 600,000 at ₱5 par value, pending SEC approval.

The undistributed accumulated equity in BotiCARD's net earnings of ₱0.80 million and ₱0.05 million as of December 31, 2012 and 2011, which were included in the Association's unappropriated fund balance, are not available for dividend declaration until these are actually received.

As of December 31, 2012 and 2011, the Association's investment in BotiCARD amounted to ₱7.69 million and ₱3.95 million, respectively.

Financial information of the Association's associates follow:

	2012	2011
CMIT		
Total assets	₱80,775,554	₱134,158,799
Total liabilities	21,550,804	87,609,204
Net income	3,211,355	10,976,284
BotiCARD		
Total assets	21,403,965	7,986,710
Total liabilities	11,620,800	2,326,093
Net income	2,477,548	122,617

14. Other Assets

This account consists of:

	2012	2011
Refundable deposits	₱4,300,000	₱4,300,000
Prepaid rent	1,027,027	917,302
Supplies inventory	984,434	2,097,654
Deferred acquisition cost	818,452	818,452
Others	563,195	564,914
	₱7,693,108	₱8,698,322

Refundable deposits pertain to deposits of the Association to Philam Care and Cocolife for AKAP CARD Health Benefits. These health benefits are given to its members with the privilege of using the facilities of affiliated hospitals with services. Benefits include medical consultation, hospitalization, annual physical exam and medical emergency needs. In February 2012, the Association decided to discontinue the benefit to its members due to unfavorable result in the operation of the Association. The deposits made by the Association will be refunded upon the expiration of the terms of AKAP CARD Health benefits which is in February 2013.

15. Accounts Payable and Accrued Expenses

The movement in this account follows:

	2012	2011
Collection fee payable (Note 23)	₱151,018,956	₱18,930,163
Accrued expenses	5,300,724	16,974,285
Accounts payable - CAMIA (Note 23)	4,298,227	14,387,864
Funds Held in trust - CAMIA (Note 23)	2,604,576	3,498,282
Others	368,594	48,654
	₱163,591,077	₱53,839,248

Collection fee payable pertains to payable of the Association to its members due to cancellation of Daily Hospitalization Income Benefit and payable of the Association to its collecting institution. These are non-interest bearing and are generally on a 1-30 days payment terms.

Accrued expenses pertain to accruals for employee benefits, professional and legal fees, utilities and supplies.

Accounts payable and funds held in trust - CAMIA both represent premiums collected from policyholders in behalf of CAMIA. Funds held in trust pertains to unremitted collections to CAMIA for payments of Packaged Assistance in Case of Disaster (PAID) Plan awaiting receipt of accomplished return stubs. The funds held in trust will be transferred to accounts payable - CAMIA upon the receipt of the return stubs. It is non-interest-bearing and is payable on demand.

16. Insurance contract liabilities

This account consists of:

	2012	2011
Life insurance contract liabilities	₱2,134,530,394	₱1,649,482,360
Loan redemption contract liabilities	102,212,477	99,355,671
Unearned contribution income - AKAP	380,250	6,220,273
Claims payable	10,790,284	11,365,401
	₱2,247,913,405	₱1,766,423,705

The movements in life insurance contract liabilities as follow:

	2012	2011
At January 1:	₱1,649,482,360	₱1,166,662,766
Premiums received	599,265,000	564,776,020
Liability released for payments of death, maturity and surrender benefits and claims	(114,216,966)	(81,956,426)
At December 31	₱2,134,530,394	₱1,649,482,360

;This account represents provisions for reserve liabilities for life insurance computed on the basis of a prudent prospective actuarial valuation method where the assumptions used depend on the circumstances prevailing in each life operation.

The movements in loan redemption contract liabilities as follow:

	2012	2011
At January 1:	₱99,355,671	₱72,557,224
60% of increase in premiums received	2,856,806	26,798,447
At December 31	₱102,212,477	₱99,355,671

This account represents provisions for reserve liabilities for loan redemption insurance computed on the basis of a prudent prospective actuarial valuation method where the assumptions used are based on 60% of gross premiums of the Association for the year.

The loan redemption insurance covers the outstanding loan balance of members from Center for Agriculture and Rural Development (CARD) Inc., CARD SME Bank, CARD Bank and Rizal Rural Bank in case of death of a member-borrower. The Association also records provision for reserve liabilities on loan redemption insurance. As of December 31, 2012 and 2011, loans covered by the Association's loan redemption insurance amounted to ₱22.84 billion and ₱22.37 billion, respectively.

The movements in unearned contribution income - AKAP as follow:

	2012	2011
At January 1:	₱6,220,273	₱5,377,110
Premiums received	—	843,163
Liability released for payments of death, maturity and surrender benefits and claims	(5,840,023)	—
At December 31	₱380,250	₱6,220,273

Unearned contribution income - AKAP represents proportion of written premiums, gross of commissions payable that are attributable to subsequent periods.

The rollforward analysis of claims payable follows:

	Claims payable
At January 1, 2011	₱3,167,185
Arising during the year	11,365,401
Paid/utilized	3,167,185
At December 31, 2011	₱11,365,401
Arising during the year	10,767,531
Paid/utilized	11,342,648
At December 31, 2012	₱10,790,284

17. Retirement Savings Fund

The retirement savings fund represents contributions of members of the Association to the provident fund, net of administrative expenses. The provident fund is being administered by the Association and is intended for the retirement of its members and it can be availed of at the age of 65 and has completed a minimum of five (5) consecutive years of membership in the Association. The contributions are invested and the interests thereon are credited to the provident fund. If a member decides to retire prior to age of 65 and has completed a minimum of three (3) consecutive years of membership in the Association, the member shall be entitled to an equity value equivalent to 100.00% of the member's total contributions.

The rollforward of retirement savings fund follows:

	2012	2011
At January 1	₱963,749,991	₱712,194,365
Contribution	332,801,487	305,870,245
Interest	43,270,842	41,903,590
Claims and expenses	(103,127,439)	(96,218,209)
At December 31	₱1,236,694,881	₱963,749,991

The allocation of interest income for retirement savings fund is equivalent to 4% of the beginning balance of the account plus contribution from members during the year. The actual interest income earned reduced by the computed amount of interest in retirement saving fund is allocated to interest income account.

18. Gross premiums on insurance contracts

The gross earned premiums consist of the following:

	2012	2011
Gross earned premiums on insurance contracts		
Life insurance premiums	₱998,775,000	₱17,340,375
Loan insurance premiums	170,354,129	165,592,785
Daily health income benefits	4,027,340	–
	₱1,173,156,469	₱1,082,933,160

Under the Association's life insurance program, members and its qualified dependents are entitled to receive a minimum amount of benefit upon death or permanent disability duly approved by the Association after meeting certain conditions as stated in the certificate of membership issued to members. The member's contribution is ₱15 every week.

The loan redemption insurance covers the outstanding loan balance of members to CARD Micro-finance institutions namely: CARD Inc, CARD Bank, CARD SME Bank and Rizal Rural Bank in case of death. Under this program, the member contributes 1.5% per annum of his/her outstanding loan balance to be recognized by the Association as gross premiums.

The daily health income benefits pertains to new benefit introduced by the Association during the last quarter of 2012. This pertains to hospitalization benefit of the member for a maximum of ₱2,000 or 10 days of hospital confinement per year, and up to a maximum of ₱20,000 or 100 hospital confinement days for the entire duration of membership. The member's contribution is ₱10 every week. Although, the benefit was recently introduced, at the end of December 2012, the management decided to discontinue due to claims from its members that reduces the Association's capability to operate efficiently.

19. Direct expenses

These accounts consist of the following:

	2012	2011
Service fees (Note 20)	₱52,692,199	₱43,317,326
Commission and network access fees	1,552,093	1,079,106
	₱54,244,292	₱44,396,432

Commission and network access fees pertains to fees paid by the Association to Philam Care and Cocolife for AKAP CARD Health Benefits in which the members are given the privilege to use the facilities of affiliated hospitals. This is valid for one (1) year and the Association assumes the risk of funding the member's healthcare services and related administrative costs.

20. Service fees

This account pertains to contract service agreements with collecting institutions such as CARD Bank, CARD SME Bank, CARD Inc. and Rizal Rural Bank, where the Association is charged service fees for these institutions' services rendered in collecting the contribution of members in different locations. The amount charged to the Association is 4% of collections of contributions

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for life, loan redemption fund and daily hospitalization benefit of the Association.

2012				
	Life insurance fund	Loan redemption fund	Daily health hospitalization benefit	Total
Amount of collection	₱998,775,000	₱170,354,129	₱148,175,840	₱1,317,304,969
Percentage	4%	4%	4%	4%
Total Service fees	₱39,951,000	₱6,814,165	₱5,927,034	₱52,692,199

2011				
	Life insurance fund	Loan redemption fund	Daily health hospitalization benefit	Total
Amount of collection	₱917,340,375	₱165,592,785	₱—	₱1,082,933,160
Percentage	4%	4%	4%	4%
Total Service fees	₱36,693,615	₱6,623,711	₱—	₱43,317,326

21. General and administrative expenses

This account consists of:

	2012	2011
Donation and contribution	₱59,507,427	₱50,663,732
Salaries and allowances	43,605,258	26,670,662
Transportation and travel	21,184,121	14,648,409
Program, monitoring and evaluation	11,413,611	13,257,644
Professional fees	11,306,730	20,743,193
Training and development	10,766,654	3,543,129
Supplies	10,111,200	8,533,913
Depreciation (Note 12)	6,191,876	2,753,822
Pension expense (Note 24)	5,927,408	3,846,400
Communication	5,252,405	2,480,219
Rental	5,132,132	3,786,626
Meetings and seminars	4,683,812	3,083,170
Insurance	3,787,403	1,406,443
Security and janitorial services	2,330,517	2,019,831
Provision for impairment losses (Note 8)	1,560,570	10,181,653
Repairs and maintenance	1,542,274	954,229
Light and water	1,482,313	1,084,561
Membership dues	950,297	177,867
Interest expense and bank charges	787,726	561,355
Taxes and licenses	790,600	448,753
Entertainment, amusement and recreation	308,983	188,184
Research and documentation	10,430	39,458
Miscellaneous	32,288	25,205
	₱208,666,035	₱171,098,458

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22. Lease Commitments

Operating leases - Association as lessee

In 2012, the Association and its provincial offices entered into a six months to one (1) year operating lease agreement with numerous lessor. Rent expense included in the statement of comprehensive income for the years ended December 31, 2012 and 2011 amounted to ₱5.12 million. As of December 31, 2012, the amount of future minimum lease payable for the existing contract is ₱1.29 million.

Operating leases - Association as lessor

The Association entered into lease agreements with its related parties. These leases generally entered into a six months to one (1) year operating lease agreement with numerous lessee. Rent income included in the statement of comprehensive income for the years ended December 31, 2012 and 2011 amounted to ₱0.35 million. As of December 31, 2012, the amount of future minimum lease receivable for the existing contract is ₱0.23 million.

23. Related Party Transactions

Parties are related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions, and the parties are subject to common control or common significant influence. Related parties may be individuals or corporate entities.

The significant transactions of the Association with related parties in the normal course of business are as follow:

December 31, 2012

	Amount	Outstanding	Terms	Conditions
CARD MRI Insurance Agency, Inc. - Common control				
(1) Accounts receivable	₱61,635,376	₱11,497,365	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	62,590,055	4,298,227	On-demand; non-interest bearing	Unsecured
(3) Held in trust	7,851,782	2,604,576	On-demand; non-interest bearing	Unsecured
(4) Rental income	120,000	—	On-demand; non-interest bearing	Unsecured; no impairment
CARD MRI Development Institute, Inc. - Common control				
(1) Accounts receivable	65,784	—	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	88,878	88,878	On-demand; non-interest bearing	Unsecured
CARD, Inc. - affiliate				
(1) Accounts receivable	775,056,338	1,496,060	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	93,664,976	1,969,433	On-demand; non-interest bearing	Unsecured
(Forward)				

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	Amount	Outstanding	Terms	Conditions
CARD Bank, Inc. - Common control				
(1) Cash and cash equivalents	1,238,386,672	5,596,806	On demand; interest at 2% for regular savings deposit and 5% to 6% for time deposit%	Unsecured; no impairment
(2) Accounts receivable	174,483,801	179,854	On-demand; non-interest bearing	Unsecured; no impairment
(3) Accounts payable	19,047,979	54,832	On-demand; non-interest bearing	Unsecured
(4) Interest income	4,779,028	1,949,798	On demand; interest at 2% for regular savings deposit and 5% to 6% for time deposit%	Unsecured
CARD MRI Information Technology, Inc - Associate				
(1) Accounts receivable	296,815	—	On-demand; non-interest bearing	Unsecured; no impairment
(2) Loans receivable	10,000,000	10,000,000	Interest at 6% per annum	Unsecured; no impairment
(3) Accounts payable		179,200	On-demand; non-interest bearing	Unsecured
(4) Rental income	180,000	—	On-demand; non-interest bearing	Unsecured
CARD SME - Common control				
(1) Cash and cash equivalents	153,968,514	158,647	On-demand; interest at 2.00% for regular savings deposit and 4.00% for time deposit	Unsecured; no impairment
(2) Accounts receivable	48,466,984	140,570	On-demand; non-interest bearing	Unsecured; no impairment
(3) Accounts payable	1,043,474	328,476	On-demand; non-interest bearing	Unsecured
(4) Interest income	1,008,704	—	On-demand; interest at 2.00% for regular savings deposit and 4.00% for time deposit	Unsecured
CARD BDSFI - Common control				
(1) Accounts receivable	17,182	—	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	5,800	5,800	On-demand; non-interest bearing	Unsecured
BotiCARD – Associate				
(1) Accounts receivable	108,222	100,911	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	2,388,400	2,388,400	On-demand; non-interest bearing	Unsecured; no impairment
CARD EMPC - Common control				
Accounts receivable	5,062	1,600	On-demand; non-interest bearing	Unsecured; no impairment

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	Amount	Outstanding	Terms	Conditions
CARD MRI Insurance Agency, Inc. - Common control				
(1) Accounts receivable	₱37,076,650	₱8,909,960	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	46,714,162	11,153,143	On-demand; non-interest bearing	Unsecured
(3) Held in trust	7,636,162	3,498,282	On-demand; non-interest bearing	Unsecured
(4) Rental income	120,000	—	On-demand; non-interest bearing	Unsecured; no impairment
CARD MRI Development Institute, Inc. - Common control				
(1) Accounts receivable	4,073,326	—	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	6,100,000	3,039,441	On-demand; non-interest bearing	Unsecured
CARD, Inc. - Common control				
(1) Accounts receivable	553,828,373	—	On-demand; non-interest bearing	Unsecured; no impairment
(2) Accounts payable	13,536,727	3,323,688	On-demand; non-interest bearing	Unsecured
CARD Bank, Inc. - Common control				
(1) Cash and cash equivalents	1,071,986,375		On-demand; interest at 2.00% for regular savings deposit and 8.00% to 10.00% for time deposit	Unsecured; no impairment
(2) Accounts receivable	242,266,293	—	On-demand; non-interest bearing	Unsecured; no impairment
(3) Accounts payable	13,252,070		On-demand; non-interest bearing	Unsecured
(4) Interest income	1,987,730	3,686,251	On-demand; interest at 2.00% for regular savings deposit and 8.00% to 10.00% for time deposit	Unsecured
CARD MRI Information Technology, Inc - Associate				
(1) Accounts receivable	156,206		On-demand; non-interest bearing	Unsecured; no impairment
(2) Loans receivable	30,000,000	30,000,000	Interest at 6% per annum	Unsecured; no impairment
(3) Rental income	180,000	—	On-demand; non-interest bearing	Unsecured

(Forward)

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	Amount	Outstanding	Terms	Conditions
CARD SME.- Common control				
(1) Cash and cash equivalents	21,993,282	3,785,668	On-demand; interest at 2.00% for regular savings deposit and 4.25% to 4.50% for time deposit	Unsecured
(2) Accounts receivable	56,534,291		On-demand; non-interest bearing	Unsecured; no impairment
(3) Accounts payable	8,445		On-demand; non-interest bearing	Unsecured
(4) Interest income	1,417,374	—	On-demand; interest at 2.00% for regular savings deposit and 4.25% to 4.50% for time deposit	Unsecured
BotiCARD – Associate				
(1) Accounts receivable	1,206	—	On-demand; non-interest bearing	Unsecured; no impairment
CARD EMPC.- Common control				
Accounts receivable	1,300	—	On-demand; non-interest bearing	Unsecured; no impairment

24. Employee Benefits

The Association and CARD Group institutions maintain a funded and formal noncontributory retirement plan - the CARD Multi-Employer Retirement Plan - covering all regular employees. The plan has a projected unit cost format and is financed by the Association and nine (9) other related institutions. The plan complies with the requirement of Republic Act No. 7641 (Retirement Law) and provides lump sum benefits upon retirement, death, total and permanent disability, involuntary separation (except for cause) or voluntary separation after completion of at least ten years of service with the participating institutions.

The principal actuarial assumptions used in determining retirement liability for the Association's retirement plan are shown below:

	2012	2011
Discount rate	6.24%	7.08%
Expected rate of return on assets	5.00%	5.00%
Future salary increases	12.00%	12.00%

The amounts included in pension expense in the statements of income follow:

	2012	2011
Current service cost	₱4,140,248	₱1,522,700
Interest cost	1,651,070	907,600
Net actuarial loss recognized during the year	581,465	197,200
Expected return on plan assets	(457,175)	(363,200)
Vested past service cost	—	1,570,300
Amortization of past service cost	11,800	11,800
	₱5,927,408	₱3,846,400

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The movements in the net pension asset (liability) follow:

	2012	2011
At January 1	₱1,311,845	₱2,975,145
Pension expense	(5,927,408)	(3,846,400)
Actual contributions	4,127,699	2,183,100
At December 31	(₱487,864)	₱1,311,845

The amounts of pension asset (liability) recognized in the statements of financial position are as follows:

	2012	2011
Fair value of plan assets	₱14,745,659	₱9,143,500
Present value of pension obligation	(42,735,900)	(23,320,200)
Deficiency	(27,990,241)	(14,176,700)
Unamortized of past service cost	352,500	364,300
Net unrecognized actuarial loss	27,149,877	15,124,245
	(₱487,864)	₱1,311,845

The movements in the fair value of plan assets recognized follow:

	2012	2011
At January 1	₱9,143,500	₱7,263,500
Contribution	4,127,699	2,183,100
Expected return	457,175	363,200
Benefits paid	—	(1,234,500)
Transfer to plan	352,636	201,100
Actuarial gain	664,649	367,100
At December 31	₱14,745,659	₱9,143,500

The movements in the present value of pension obligation follow:

	2012	2011
At January 1	₱23,320,200	₱9,584,400
Current service cost	4,140,248	1,522,700
Interest cost	1,651,070	907,600
Past service cost	—	1,946,400
Benefits paid	—	(1,234,500)
Transfer to plan	352,636	201,100
Actuarial loss	13,271,746	10,392,500
At December 31	₱42,735,900	₱23,320,200

Transfer to plan pertains to the employee benefits of certain employees of various CARD institutions that were transferred to the Association upon the employee's transfer to the Association.

The movements in the net pension asset (liability) follow:

	2012	2011
At January 1	₱1,311,845	₱2,975,145
Pension expense	(5,927,408)	(3,846,400)
Actual contributions	4,127,699	2,183,100
At December 31	(₱487,864)	₱1,311,845

The rollforward of unrecognized actuarial losses follows:

	2012	2011
At January 1	(₱15,124,245)	(₱5,296,045)
Actuarial gain (loss) on:		
Plan assets	664,649	367,100
Pension obligation	(13,271,746)	(10,392,500)
Actuarial loss recognized	581,465	197,200
At December 31	(₱27,149,877)	(₱15,124,245)

The plan assets consist of the following:

	2012	2011
Government securities	₱3,956,590	₱3,944,206
Time deposit	9,930,015	3,000,991
Savings account	—	301,013
Prime Commercial Paper	477,360	—
Mutual Fund	381,694	—
Others	—	1,897,290
	₱14,745,659	₱9,143,500

The overall expected rate of return on plan assets represents expected long-term rate on the retirement fund investments, net of operating expenses (e.g., trustee's fees, actuarial valuation fees, service charges, etc.) The actual return (loss) on plan assets amounted to ₱1.12 million and ₱0.73 million for the years ended December 31, 2012 and 2011, respectively.

The Association is required to contribute ₱15.1 million to the fund in 2013.

Amounts of the current and previous periods follow:

	2012	2011	2010	2009
Fair value of plan assets	₱14,745,659	₱9,143,500	₱7,263,500	₱5,920,400
Present value of defined benefit obligation	(42,735,900)	(23,320,200)	9,584,400	4,290,600
Surplus (deficit)	(27,990,241)	(14,176,700)	(2,320,900)	1,629,800
Experience adjustments on plan liabilities	13,271,746	10,392,500	4,632,000	1,140,514
Experience adjustments on plan assets	664,649	367,100	(35,000)	(696,908)

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25. Management of Insurance and Financial Risks

Governance Framework

The Association has established a risk management function with clear terms of reference and with the responsibility for developing policies on market, credit, liquidity, insurance and operational risk. It also supports the effective implementation of policies at the overall association and individual business unit levels.

The policies define the Association's identification of risk and its interpretation, limit structure to ensure the appropriate quality and diversification of assets, alignment of underwriting and reinsurance strategies to the corporate goals and specify reporting requirements.

Regulatory Framework

Regulators are interested in protecting the rights of the members and maintain close vigil to ensure that the Association is satisfactorily managing affairs for the member's benefit. At the same time, the regulators are also interested in ensuring that the Association maintains appropriate solvency position to meet liabilities arising from claims and that the risk levels are at acceptable levels.

The operations of the Association are subject to the regulatory requirements of the IC. Such regulations not only prescribe approval and monitoring of activities but also impose certain restrictive provisions (e.g., margin of solvency to minimize the risk of default and insolvency on the part of the insurance companies to meet the unforeseen liabilities as these arise, minimum guaranty fund, risk-based capital requirements).

Margin of solvency (MOS)

The Association is required to maintain at all times an MOS for life insurance business of ₱500,000 or ₱2.00 per thousand of the total amount of its insurance in force as of the preceding calendar year on all policies, except term insurance, whichever is higher.

The MOS shall be the excess of the value of its admitted assets (as defined under the IC Code), exclusive of its paid-up capital, over the amount of its liabilities, unearned premiums and reinsurance reserves. As of December 31, 2012 and 2011, the Association's MOS based on its calculations amounted to ₱891 million and ₱637 million, respectively. The final amount of the MOS can be determined only after the accounts of the Association have been examined by the IC specifically as to admitted and non-admitted assets as defined under the same Code.

The surplus available for MOS for the Association follows:

	2012	2011
Admitted assets	₱4,509,697,128	₱3,441,226,269
Admitted liabilities	3,473,437,753	2,712,588,022
Net worth	₱1,036,259,375	₱728,638,247

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As of December 31, 2012 and 2011, the estimated non-admitted assets of the Association's life operations, as defined under the Code, which are included in the accompanying statements of financial position follows:

	2012	2011
Cash and cash equivalents	₱772,053,352	₱12,765,210
Property and equipment	63,829,792	2,284,713
Other assets	17,307,337	81,762,795
	₱853,190,481	₱96,812,718

If an insurance company failed to meet the minimum required MOS, the IC is authorized to suspend or revoke all certificates of authority granted to such companies, its officers and agents, and no new business shall be done by and for such Association until its authority is restored by the IC.

Guaranty fund

As a mutual benefit association, the IC also requires the Association to possess a guaranty fund of ₱5.00 million. This minimum amount shall be maintained at all times and it must be increased by an amount equivalent to 5% of the Association's gross premium collections until the guaranty fund reaches 12.5% of the minimum paid up capital for domestic life insurance companies or ₱125.00 million. As of December 31, 2012 and 2011, the Association has a total of ₱126.90 million and ₱127.49 million, respectively, representing guaranty fund which is deposited with the IC (Notes 11 and 27).

Fixed capital requirements

In September 2006, the Department of Finance issued Order 27-06 increasing the capitalization requirements for life, nonlife and reinsurance companies on a staggered basis for the years ended December 31, 2006 up to 2011. Depending on the level of the foreign ownership in the insurance company, the minimum statutory net worth and minimum paid-up capital requirements vary. The minimum paid-up capital is pegged at 50% of the minimum statutory net worth.

As of December 31, the required minimum statutory net worth and minimum paid up capital for the Association follows:

	2012	2011
Minimum statutory net worth	₱500,000,000	₱350,000,000

IMC No. 26-2008 provides that in view of the compliance of insurance companies with the requirement of IMC 10-2006, the scheduled increase due December 31, 2008 have been deferred for a year. Hence, the IMC reiterates that by December 31, 2011, insurance companies should comply with the increase previously scheduled for December 31, 2011. As of December 31, 2012 and 2011, the Association has complied with this requirement.

Risk-based capital requirements (RBC)

In October 2006, the IC issued IMC NO. 6-2006 adopting the RBC framework for the life insurance industry to establish the required amounts of capital to be maintained by entities in relation to their investment and insurance risks. Every life insurance entity is annually required to maintain a minimum RBC ratio of 100.00% and not fail the trend test. Failure to meet the minimum RBC ratio shall subject the insurance entity to the corresponding regulatory intervention which has been defined at various levels.

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The RBC ratio shall be calculated as Member's equity divided by the RBC requirement whereas, Members' equity is defined as admitted assets minus all liabilities inclusive of actuarial reserves and other policy obligations.

The following table shows how the RBC ratio was determined by the Association based on its calculation:

	2012	2011
Member's equity	₱1,057,605,962	₱859,665,994
RBC requirement	351,439,323	310,231,042
RBC Ratio	300.94%	277.11%

The final amount of the RBC ratio can be determined only after the accounts of the Association have been examined by the IC specifically as to admitted and non-admitted assets as defined under the same Code.

The main risks arising from the Association's financial instruments follow:

Consolidated compliance framework

In November 2006, the IC issued IMC 10-2006 integrating the compliance standards for the fixed capitalization and risk-based capital framework. Under this IMC, all insurers shall annually comply with the RBC ratio requirements.

Subsequent to year 2006, the fixed capitalization requirements for a given year may be suspended for insurers that comply with the required RBC hurdle rate, provided that the industry complies with the required Industry RBC Ratio Compliance Rate. The IMC provides the annual schedule of progressive rates for the Industry RBC Ratio Compliance Rates and the RBC Hurdle Rates from 2007 to 2011. For the review year 2011 which shall be based on the 2010 synopsis, the Industry RBC Ratio Compliance Rate is 90% and the RBC Hurdle Rate is 250%. For the review year 2010 which shall be based on the 2009 synopsis, the Industry RBC Ratio Compliance Rate is 90% and the RBC Hurdle Rate is 200%. Failure to achieve one of the rates will result in the imposition of the fixed capitalization requirement for the year under review.

Insurance Risk

The principal risk the Association faces under insurance contracts is that the actual claims and benefit payments or the timing thereof, differ from expectations. This is influenced by the frequency of claims, severity of claims, actual benefits paid are greater than originally estimated and subsequent development of long term claims. Therefore, the objective of the Association is to ensure that sufficient reserves are available to cover these liabilities.

The above risk exposure is mitigated by diversification across a large portfolio of insurance contracts and geographical areas. The variability of risks is also improved by careful selection and implementation of underwriting strategy and guidelines, as well as the use of reinsurance arrangements for the loan redemption fund.

Amounts recoverable from reinsurers are estimated in a manner consistent with the outstanding claims provision and are in accordance with the reinsurance contract. Although the Association has reinsurance arrangements, it is not relieved of its direct obligations to its policyholders and thus, a credit exposure exists with respect to ceded insurance, to the extent that any reinsurer is unable to meet its obligations assumed under such reinsurance agreements. The Association's placement of reinsurance is diversified such that it is neither dependent on a single reinsurer nor are the operations of the Association substantially dependent upon any single reinsurance contract.

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Underwriting risk

Underwriting risk represents the exposure to loss resulting from actual policy experience adversely deviating from assumptions made in the product pricing. Underwriting risks are brought about by a combination of the following:

- *Mortality risk* - risk of loss arising due to policyholder death experience being different than expected.
- *Morbidity risk* - risk of loss arising due to policyholder health experience being different than expected.
- *Investment return risk* - risk of loss arising from actual returns being different than expected.
- *Expense risk* - risk of loss arising from expense experience being different than expected.
- *Policyholder decision risk* - risk of loss arising due to policyholder experiences (lapses and surrenders) being different than expected.

These risks do not vary significantly in relation to the location of the risk insured by the Association, type of risk insured and by industry. Undue concentration by amounts could have an impact on the severity of benefit payments on a portfolio basis.

The Association's underwriting strategy is designed to ensure that risks are well diversified in terms of type of risk and level of insured benefits. Underwriting limits are in place to enforce appropriate risk selection criteria. For example, the Association has the right not to renew individual policies, it can impose deductibles and it has the right to reject the payment of fraudulent claims. Insurance contracts also entitle the Association to pursue third parties for payment of some or all cost. The Association further enforces a policy of actively managing and prompt pursuing of claims, in order to reduce its exposure to unpredictable future developments that can negatively impact the Association.

The key assumptions to which the estimation of liabilities is particularly sensitive are as follows:

Mortality and morbidity rates

Assumptions are based on standard industry and national tables, according to the type of contract written, reflecting recent historical experience and which are adjusted where appropriate to reflect the Association's own experiences. An appropriate but not excessive prudent allowance is made for expected future improvements.

An increase in rates will lead to a larger number of claims and claims could occur sooner than anticipated, which will increase the expenditure and decrease the funds of the Association.

Investment return

The weighted average rate of return is derived based on a model portfolio that is assumed to back liabilities, consistent with the long term asset allocation strategy. These estimates are based on current market returns as well as expectations about future economic and financial developments. An increase in investment return would lead to a reduction in expenditure and an increase in the funds of the Association.

Expenses

Operating expenses assumptions reflect the projected costs of maintaining and servicing in force policies and associated overhead expenses. The current level of expenses is taken as an appropriate expense base, adjusted for expected expense inflation adjustments if appropriate. An increase in the level of expenses would result in an increase in expenditure thereby reducing the funds of the Association.

Lapse and surrender rates

Lapses relate to the termination of policies due to nonpayment of premiums. Surrenders relate to the voluntary termination of policies by policyholders. Policy termination assumptions are determined using statistical measures based on Association's experience and vary by product type, policy duration and sales trends.

An increase in lapse rates early in the life of the policy would tend to reduce the funds of the Association, but later increases are broadly neutral in effect.

Discount rate

Life insurance liabilities are determined as the sum of the discounted value of the expected benefits and future administration expenses directly related to the contract, less the discounted value of the expected theoretical premiums that would be required to meet these future cash outflows. Discount rates are based on current industry risk rates, adjusted for the Association's own risk exposure.

A decrease in the discount rate will increase the value of the liability.

Sensitivities

The analysis below is performed for a reasonable possible movement in key assumptions with all other assumptions held constant, on the statement of revenue and expenses. The correlation of assumptions will have a significant effect in determining the ultimate claims liabilities. It should also be stressed that these assumptions are nonlinear and larger or smaller impacts cannot easily be gleaned from these results. Sensitivity information will also vary according to the current economic assumptions, mainly due to the impact of changes to both the intrinsic cost and time value of options and guarantees.

2012

	Increase of 1.00% on discount rate and decrease of 25.00% on mortality rate	Increase of 1.00% on discount rate and decrease of 25.00% on mortality rate
Increase (decrease) on liabilities	₱515,062,184	(₱515,062,184)
Increase (decrease) on revenue	(515,062,184)	515,062,184

2011

	Increase of 1.00% on discount rate and decrease of 25.00% on mortality rate	Increase of 1.00% on discount rate and decrease of 25.00% on mortality rate
Increase (decrease) on liabilities	(₱433,813,861)	₱398,020,094
Increase (decrease) on revenue	433,813,861	(398,020,094)

The sensitivity analyses take into account upward movements in the discount rates and upward and downward movements in mortality and morbidity rates. These do not necessarily represent management's view of expected future rate changes.

Financial instruments

The Association's principal financial instruments are cash and cash equivalents, time-deposits, receivables, financial assets at FVPL, AFS financial assets, HTM investments, accounts payable and accrued expenses. The main purpose of these financial instruments is to finance their operations.

The following table sets forth the carrying values and estimated fair values of financial assets and liabilities recognized as of December 31, 2012 and 2011:

	2012		2011	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets				
Loans and receivables				
Cash and cash equivalents	₱829,704,731	₱829,704,731	₱224,701,716	₱224,701,716
Short-term investments	70,384,177	70,384,177	86,625,758	86,625,758
Receivables				
Accrued interest receivable	46,531,776	46,531,776	35,311,295	35,311,295
Accounts receivables	22,870,006	22,870,006	33,340,832	33,340,832
Loans receivable	10,000,000	10,000,000	30,000,000	30,000,000
Other receivables	1,270,336	1,270,336	8,316,702	8,316,702
Financial assets at FVPL	20,260,000	20,260,000	20,480,000	20,480,000
AFS financial assets				
Quoted	329,187,231	329,187,231	202,949,702	202,949,702
Unquoted	143,125,000	143,125,000	127,500,000	127,500,000
HTM investments	3,128,634,363	3,355,714,592	2,813,579,926	3,012,762,244
	₱4,601,967,620	₱4,829,047,849	₱3,582,805,931	₱3,781,988,249
Financial Liabilities				
Accounts payable and accrued expenses	₱174,381,361	₱174,381,361	₱65,204,649	₱65,204,649

Due to the short-term nature of transactions, the carrying amounts of financial instruments such as cash and cash equivalents, short-term investments, receivables, refundable deposits, financial assets at FVPL, quoted equity securities classified as AFS financial assets, accounts payable and accrued expenses approximate their fair values.

For unquoted equity investments classified as AFS, these investments are carried at cost less allowance for impairment losses due to the unpredictable nature of future cash flows and the lack of suitable methods for arriving at a reliable fair value.

For investments in mutual fund companies, fair values are established by reference to published net asset values.

Fair value hierarchy

The Association uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.
- Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
- Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

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The following table shows an analysis of financial instruments recorded at fair value by level of the fair value hierarchy as of December 31, 2010:

	2012			Total
	Level 1	Level 2	Level 3	
AFS Financial Assets				
Listed equity securities				
Preferred shares	₱74,997,375	₱—	₱—	₱74,997,375
Investments in mutual fund	254,189,856	—	—	254,189,856
Total AFS financial assets	₱329,187,231	₱—	₱—	₱329,187,231

	2011			Total
	Level 1	Level 2	Level 3	
AFS Financial Assets				
Investments in mutual fund	₱202,949,702	₱—	₱—	₱202,949,702

As of December 31, 2012 and 2011, the Company classifies AFS financial assets under Level 1 of the fair value hierarchy, except for the unlisted equity securities that do not have quoted market prices in an active market which are measured at cost and hence, not included above. During the reporting period ended December 31, 2012 and 2011, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

Financial Risks

The Association is exposed to financial risk through its financial assets, financial liabilities and insurance liabilities. In particular, the key financial risk that the Association is exposed to is that the proceeds from its financial assets may not be sufficient to fund the obligations arising from its insurance contracts. The most important components of this financial risk are credit risk, liquidity risk and market risk.

These risks arise from open positions in interest rate, currency and debt securities products, all of which are exposed to general and specific market movements.

Credit risk

This is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

The following policies and procedures are in place to mitigate the Association's exposure to credit risk:

- The credit risk in respect of customer balances, incurred on non-payment of premiums or contributions will only persist during the grace period specified in the policy document or when the policy is either paid up or terminated.
- Reinsurance is placed with highly rated counterparties and concentration of risk is avoided by following policy guidelines in respect of counterparties' limits that are set each year and are subject to regular reviews. At each reporting date, management performs an assessment of creditworthiness of reinsurers and update the reinsurance purchase strategy, ascertaining suitable allowance for impairment.
- The Association sets the maximum amounts and limits that may be advanced to corporate counterparties by reference to their long term credit ratings.

The table below shows the maximum exposure to credit risk for the components of the statements of financial position.

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	2012	2011
Financial Assets		
Loans and receivables		
Cash and cash equivalents (excluding cash on hand amounting ₱3.15 million and ₱2.51 million in 2012 and 2011, respectively)	₱826,556,549	₱222,190,992
Short-term investments	70,384,177	86,625,758
Receivables		
Accrued interest receivable	46,531,776	35,311,295
Accounts receivables	22,870,006	33,340,832
Loans receivable	10,000,000	30,000,000
Other receivables	1,276,336	8,316,702
Financial assets at FVPL	20,260,000	20,480,000
AFS financial assets		
Quoted	329,187,231	202,949,702
Unquoted	143,125,000	127,500,000
HTM investments	3,128,634,363	2,813,579,926
	₱4,598,825,438	₱3,580,295,207

The credit risk is concentrated on the following:

	2012	2011
Related parties	₱58,316,649	₱149,947,983
Unrelated parties	4,540,508,789	3,430,347,224
	₱4,598,825,438	₱3,580,295,207

The table below provides information regarding the credit risk exposure of the Association by classifying assets according to the Association's credit ratings of counterparties as of December 31, 2012 and 2011.

2012

	Neither Past-Due nor Impaired		Past Due and Impaired	Total
	Investment Grade	Non-investment Grade		
Financial Assets				
Loans and receivables				
Cash and cash equivalents	₱ 826,556,549	₱-	₱-	₱826,556,549
Short-term investments	70,384,177	-	-	70,384,177
Receivables				
Accrued interest receivable	46,531,776	-	-	46,531,776
Accounts receivables	22,870,006	-	1,661,042	24,531,048
Loans receivable	10,000,000	-	-	10,000,000
Other receivables	-	1,270,336	954,821	2,225,157
Financial assets at FVPL	20,260,000	-	-	20,260,000
AFS financial assets				
Quoted	329,187,231	-	-	329,187,231
Unquoted	143,125,000	-	-	143,125,000
HTM investments	3,128,634,363	-	-	3,128,634,363
	₱4,597,549,102	₱1,270,336	₱2,615,863	₱4,601,435,301

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2011

	Neither Past-Due nor Impaired		Past Due and Impaired	Total
	Investment Grade	Non-investment Grade		
Financial Assets				
Loans and receivables				
Cash and cash equivalents	P222,190,992	P—	P—	P222,190,992
Short-term investments	86,625,758	—	—	86,625,758
Receivables				
Accrued interest receivable	35,311,295	—	—	35,311,295
Accounts receivables	33,027,972	—	156,430	33,184,402
Loans receivable	30,000,000	—	—	30,000,000
Other receivables	—	8,316,702	3,331,975	11,648,677
Financial assets at FVPL	20,480,000			20,480,000
AFS financial assets				
Quoted	202,949,702	—	—	202,949,702
Unquoted	127,500,000	—	—	127,500,000
HTM investments	2,813,579,926	—	—	2,813,579,926
	P3,571,665,645	P8,316,702	P3,488,405	P3,583,470,752

The Association uses a credit rating concept based on the borrowers and counterparties' overall credit worthiness, as follows:

- Investment grade - Rating given to borrowers and counterparties who possess strong to very strong capacity to meet its obligations.
- Non-investment grade - Rating given to borrowers and counterparties who possess above average capacity to meet its obligations.

The Association trades only with members who are also members of the related parties. The receivables represent mostly collections of the related parties pertaining to contributions for premiums for life insurance, loan redemption assistance and provident fund unremitted to the Association. Receivables are generally on a 1-30 days terms and are all current. All receivables are neither past due nor impaired.

The Association conducts periodic review of allowance for credit losses each financial year through examining the financial position of the related party and the market in which the related party operates.

Liquidity risk

This risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial instruments.

The following policies and procedures are in place to mitigate the Association's exposure to liquidity risk:

- a) The Association's liquidity risk policy sets out the assessment and determination of what constitutes liquidity risk for the Association. Compliance with the policy is monitored and exposures and breaches are reported to the management. The policy is regularly reviewed for pertinence and for changes in the risk environment.
- b) Set guidelines on asset allocations, portfolio limit structures and maturity profiles of assets, in order to ensure sufficient funding available to meet insurance and investment contracts obligations.

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The following table shows an analysis of assets and liabilities analyzed according to whether they are expected to be recovered or settled within one (1) year and beyond one (1) year from reporting date:

2012

	Up to one year	1-3 years	3-5 years	Over 5 years	No term	Total
Financial assets						
Loans and receivables						
Cash and other cash items	₱826,556,549	₱-	₱-	₱-	₱-	₱826,556,549
Short-term investments	68,769,102	1,615,075	-	-	-	70,384,177
Receivables						
Accrued interest receivable	46,531,776	-	-	-	-	46,531,776
Accounts receivables	24,531,048	-	-	-	-	24,531,048
Loans receivables	10,000,000	-	-	-	-	10,000,000
Other receivables	2,225,157	-	-	-	-	2,225,157
Financial assets at FVPL	20,260,000	-	-	-	-	20,260,000
AFS financial assets	-	-	-	-	472,312,231	472,312,231
HTM investments	191,402,544	1,077,649,251	329,268,248	1,530,314,320	-	3,128,634,363
	₱1,190,276,176	₱1,079,264,326	₱329,268,248	₱1,530,314,320	₱472,312,231	₱44,601,435,301
Financial liabilities						
Other financial liabilities						
Collection fee payable	₱151,018,956	₱-	₱-	₱-	₱-	₱151,018,956
Claims payable	10,790,284	-	-	-	-	10,790,284
Unearned contribution income – AKAP	380,250	-	-	-	-	380,250
Accounts payable - CAMIA	4,298,227	-	-	-	-	4,298,227
Accrued expenses	5,300,724	-	-	-	-	5,300,724
Held in trust - CAMIA	2,604,576	-	-	-	-	2,604,576
	₱174,393,017	₱-	₱-	₱-	₱-	₱174,393,017

2011

	Up to one year	1-3 years	3-5 years	Over 5 years	No term	Total
Financial assets						
Loans and receivables						
Cash and other cash items	₱222,190,992	₱-	₱-	₱-	₱-	₱222,190,992
Short-term investments	66,125,758	20,500,000	-	-	-	86,625,758
Receivables						
Accrued interest receivable	35,311,295	-	-	-	-	35,311,295
Accounts receivables	33,184,402	-	-	-	-	33,184,402
Loans receivables	-	30,000,000	-	-	-	30,000,000
Other receivables	11,648,677	-	-	-	-	11,648,677
Financial assets at FVPL	20,480,000	-	-	-	-	20,480,000
AFS financial assets	-	-	-	-	330,449,702	330,449,702
HTM investments	400,821,000	417,765,434	865,220,285	1,129,773,207	-	2,813,579,926
	₱789,762,124	₱468,265,434	₱865,220,285	₱1,129,773,207	₱330,449,702	₱3,583,470,752
Financial liabilities						
Other financial liabilities						
Collection fee payable	₱18,930,163	₱-	₱-	₱-	₱-	₱18,930,163
Claims payable	11,365,401	-	-	-	-	11,365,401
Unearned contribution income – AKAP	6,220,273	-	-	-	-	6,220,273
Accounts payable - CAMIA	14,387,864	-	-	-	-	14,387,864
Accrued expenses	16,974,285	-	-	-	-	16,974,285
Held in trust - CAMIA	3,498,282	-	-	-	-	3,498,282
	₱71,376,268	₱-	₱-	₱-	₱-	₱71,376,268

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risks: foreign exchange rates (currency risk), market interest rates (interest rate risk) and market prices (price risk).

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The following policies and procedures are in place to mitigate the Association's exposure to market risk:

- The market risk policy sets out the assessment and determination of what constitutes market risk for the Association. Compliance with the policy is monitored and exposures and breaches are reported to the association risk committee. The policy is reviewed regularly for pertinence and for changes in the risk environment.
- Set asset allocation and portfolio limit structure, to ensure that assets back specific member liabilities and that assets are held to deliver income and gains for members which are in line with expectations of the members.
- Stipulated diversification benchmarks by type of instrument, as the association is exposed to guaranteed bonuses, cash and annuity options when interest rates falls.

Currency risk

The Association's principal transactions are carried out in Philippine peso and its foreign exchange risk arises primarily with respect to U.S. dollars, in which some of its investments are denominated.

The following table shows the details of the Association's foreign currency denominated monetary assets and liabilities and their Philippine peso equivalents.

	2012		2011	
	U.S. Dollar ⁽¹⁾	Peso Equivalent	U.S. Dollar ⁽¹⁾	Peso Equivalent
Cash in bank	\$7,949	₱326,319	\$2,710	₱118,806
Short-term investments	5,376	220,686	5,327	233,536

⁽¹⁾ The exchange rate used was ₱41.05 to US\$ 1.00 in 2012 and ₱43.84 to US \$1.00 in 2011.

Sensitivity analysis

The following table demonstrates sensitivity to a reasonably possible change in the Philippine Peso exchange rate, with all other variables held constant, of the Association's income before income tax (due to changes in the fair value of currency sensitive monetary assets and liabilities).

	Currency	Increase (decrease) in Philippine Peso rate	Effect on Profit
2012	USD	+2.44%	₱9,328
		-2.44%	(9,328)
	Currency	Increase (decrease) in Philippine Peso rate	Effect on Profit
2011	USD	+1.95%	₱6,858
		-1.95%	(6,858)

Interest rate risk

This interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Floating rate instruments expose the Association to cash flow interest risk, whereas fixed interest rate instruments expose the Association to fair value interest risk.

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The Association's interest risk policy requires it to manage interest rate risk by maintaining appropriate mix of fixed and variable rate instruments. The policy also requires it to manage the maturities of interest-bearing financial assets and interest-bearing financial liabilities. Interest on fixed interest rate instruments is priced at inception of the financial instrument and is fixed until the maturity.

The following table shows the information relating to the Association's financial instruments as of December 31, 2012 and 2011 that are exposed to fair value interest rate risk presented by maturity profile.

2012

	Range of interest rate	Up to a year	Over one (1) year
Cash and cash equivalents-regular deposit	1.00% to 3.00%	₱44,007,885	₱-
Cash and cash equivalents-time deposits	3.13% to 3.90%	785,696,846	1,615,075
Short-term investments	1.00% to 6.00%	70,384,177	-
HTM investments	4.63% to 12.00%	191,402,544	2,937,231,819
Total financial assets		₱1,091,491,452	₱2,938,846,894

2011

	Range of interest rate	Up to a year	Over one (1) year
Cash and cash equivalents-regular deposit	1.00% to 3.00%	₱42,671,841	₱-
Cash and cash equivalents-time deposits	3.00% to 4.50%	182,029,875	-
Short-term investments	1.00% to 6.00%	86,627,758	-
HTM investments	3.75% to 12.00%	400,821,000	2,412,758,926
Total financial assets		₱712,150,474	₱2,412,758,926

Price risk

The Association's price risk exposure at year-end relates to financial assets whose values will fluctuate as a result of changes in market prices, principally, AFS investments.

Such investment securities are subject to price risk due to changes in market values of instruments arising either from factors specific to individual instruments or their issuers or factors affecting all instruments traded in the market.

The Association's investment policy requires it to manage such risks by setting and monitoring objectives and constraints on investments, diversification plan, and limits on investment in each country, sector and market. Investments in derivatives are also not allowed.

Sensitivity analysis

The following table demonstrates sensitivity to a reasonably possible change in the market value of investments in mutual fund companies, with all other variables held constant, of the Association's equity (due to changes in the net asset value of mutual funds).

	Amount	Increase (decrease) in fair value	Impact on fund balance
2012	₱254,189,859	+10.12%	25,731,429
		-10.12%	(25,731,429)
	Amount	Increase (decrease) in fair value	Impact on fund balance
2011	₱202,949,702	+7.84%	15,911,930
		-7.84%	(15,911,930)

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26. Commitment and Contingencies

There were no commitments, guarantees and contingent liabilities that arose in the normal course of the Association's operations which are not reflected in the accompanying financial statements. As of December 31, 2012 and 2011, management is of the opinion that losses, if any, from these commitments, guarantees and contingent liabilities will not have a material effect on the Association's financial statements.

27. Appropriated Fund Balance

The Association's BOT approved the appropriation of the following:

	2012	2011
Guaranty fund (Note 11)	₱126,900,679	₱127,487,319
AKAP CARD	18,508,500	18,508,500
CDRAP	26,000,000	15,000,000
MAHP	22,500,000	10,000,000
	₱193,909,179	₱170,995,819

The Association is required to increase the guaranty fund based on the 5.00% annual gross premium collections until the guaranty fund reaches 12.50% of the minimum paid up capital for domestic life insurance companies or ₱125.00 million. In 2012, the Association reversed ₱0.59 million of the appropriated guaranty fund. Accordingly, the Association appropriated a portion of guaranty fund amounting to ₱0.59 million and ₱44.10 million in 2012 and 2011, respectively (Note 11).

The Association appropriated ₱11.00 million in 2012 and ₱15.00 million in 2011 for CARD MRI Disaster Relief Assistance Program (CDRAP) aimed at providing relief assistance to its members and dependents during calamities and other disasters in form of cash or relief goods.

The Association appropriated ₱12.00 million in 2012 and ₱10.00 million in 2011 for Microfinance and Health Protection (MAHP) program on CARD Healthy Pinoy. The program is administered by CARD MRI Development Institute, Inc. (CMDI), related party under CARD MRI, as a protection service package to its members and dependents which include Health loan to cover the premium payment for health insurance or PhilHealth, Credit with Education on health such as Dengue Prevention, Planning for Health, Using Health Services and Health Insurance and offer discounted health services and cheaper medicines.

In 2008, the Association entered into a "Third party agreement" with PHILHEALTHCARE Inc. for the issuance of Ang inyong Kalusugan ay Pangangalagaan ng CARD (AKAP CARD) exclusively to its members and dependents. Under the agreement, the Association is to set-up an appropriated fund equal to ₱6,000 per member.

28. Supplementary Tax Information Required Under Revenue Regulations 19-2011

The Association is exempted from taxes as provided for under Tax Reform Act of 1997.

The following schedules and information on taxable income and deductions of the Association follows:

- a. The summary of the Association's revenue in 2012 is as follows:

Earned premiums on insurance contracts	₱1,173,156,469
Contribution income - AKAP	5,542,740
	<u>₱1,178,699,209</u>

- b. The summary of the Association's direct cost of service representing net insurance claims and reserves follows:

Increase in aggregate reserves	₱487,904,840
Claims	356,047,429
AKAP healthcare benefits	67,447,059
	<u>₱911,399,328</u>

- c. Non-operating income and other non-taxable income amounted to ₱14,116,012.

- d. The itemized deductions of the Association in 2012 are as follows:

Donation and contribution	₱59,507,427
Service fees	52,692,199
Salaries and allowances	43,605,258
Transportation and travel	21,184,121
Program, monitoring and evaluation	11,413,611
Professional fees	11,306,730
Training and development	10,766,654
Supplies	10,111,200
Depreciation	6,191,876
Pension expense	5,927,408
Communication	5,252,405
Rental	5,132,132
Meetings and seminars	4,683,812
Insurance	3,787,403
Security and janitorial services	2,330,517
Commission and network access fees	1,552,093
Repairs and maintenance	1,542,274
Light and water	1,482,313
Membership dues	950,297
Interest expense and bank charges	787,726
Taxes and licenses	790,600
Entertainment, amusement and recreation	308,983
Research and documentation	10,430
Miscellaneous	32,288
	<u>₱261,349,757</u>

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e. Taxes and Licenses

This includes all other taxes, local and national, including real estate taxes, license and permit fees lodged under the caption 'Others' under the 'Operating expenses' section in the Association's statements of income.

Details consist of the following:

License and permit fees	₱760,825
Documentary stamp taxes	29,775
	<u>₱790,600</u>

29. Supplementary Tax Information Required Under Revenue Regulations 15-2010

The Association reported and/or paid the following types of taxes in 2012:

Value added tax (VAT)

As a nonstock, not-for-profit and mutual benefit association, the Association was granted tax exemption with respect to income and value-added taxes as provided under the National Internal Revenue Code of 1997 as amended by Republic Act 8424 known as the Comprehensive Tax Reform Program by the Bureau of Internal Revenue (Note 1).

a. Net Sales/Receipts and Output VAT declared in the Association's VAT returns follows:

The Association is exempt from VAT.

b. Details of Input VAT follow:

The Association is exempt from VAT.

c. Information on the Association's importations

The Association does not undertake importation activities.

d. Taxes and Licenses

This includes all other taxes, local and national, including real estate taxes, license and permit fees lodged under the caption 'Others' under the 'Operating expenses' section in the Association's statements of income.

Details consist of the following:

License and permit fees	₱760,825
Documentary stamp taxes	29,775
	<u>₱790,600</u>

e. Withholding Taxes

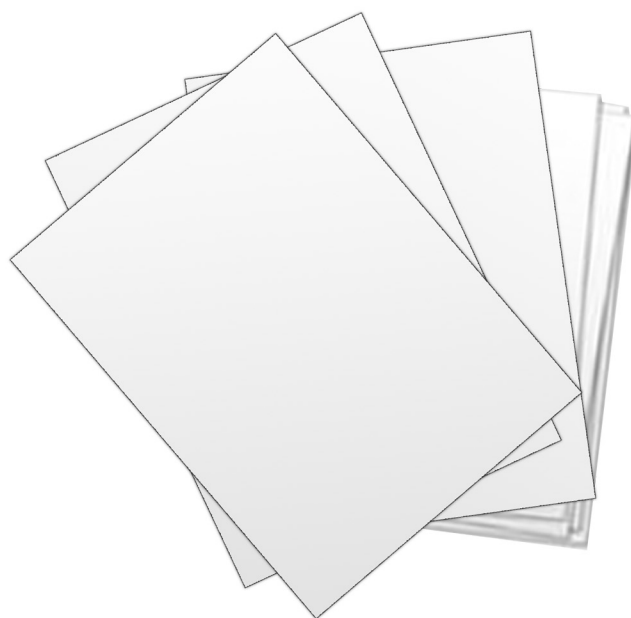
Details consist of the following:

Withholding taxes on compensation and benefits	₱1,177,174
Expanded withholding taxes	169,205
	<u>₱1,346,379</u>

f. Tax Assessments and Cases

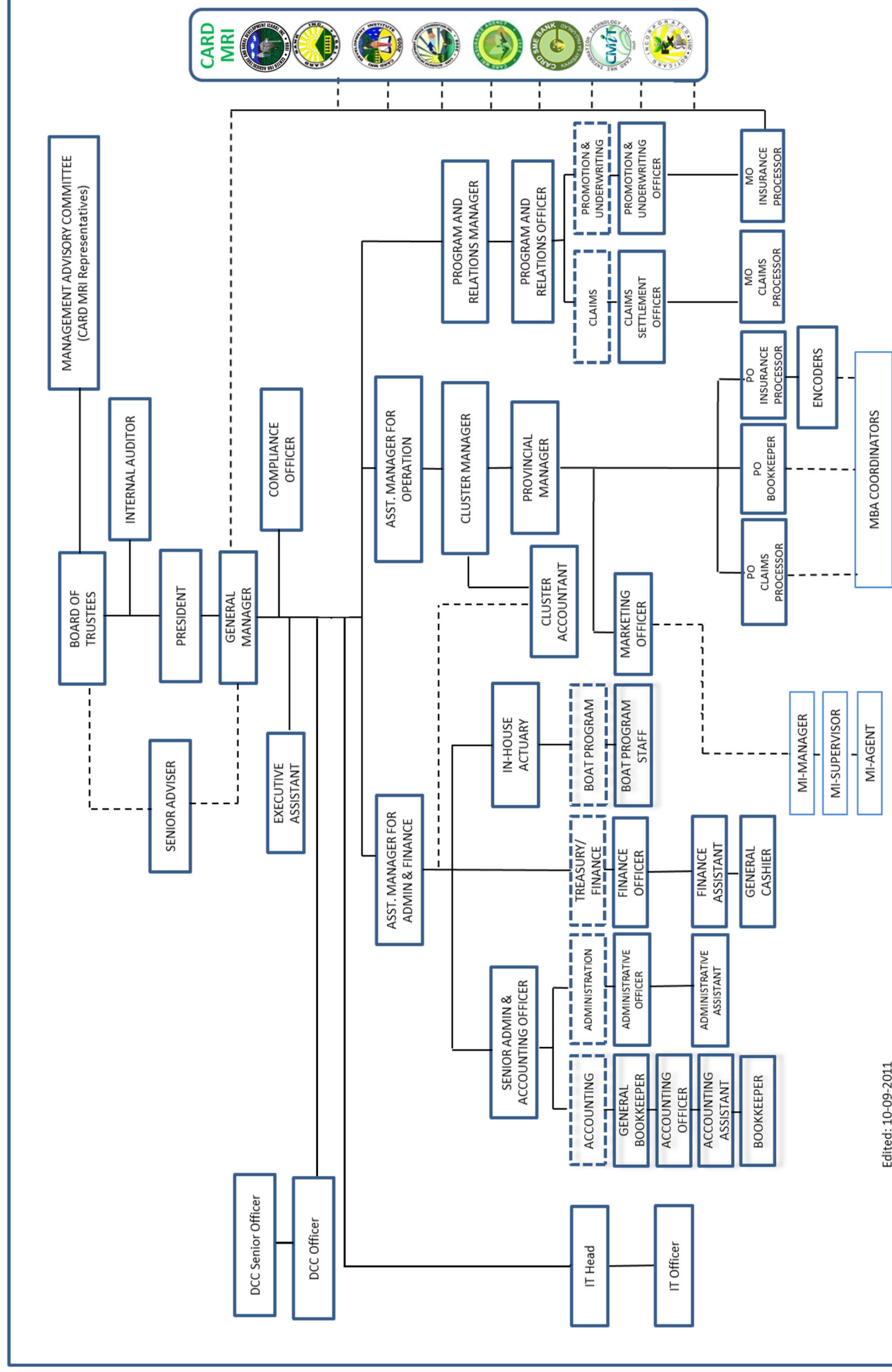
The Association has not been involved in any tax cases under preliminary investigation, litigation and/or prosecution in courts or bodies outside the Bureau of Internal Revenue.

Annexes





CARD MBA, Inc. Organizational Structure



Directory of Head Office-Based CARD MBA Staff

Main Office Staff

Name of Staff	Position
Brul, Sheryl Rose Ann Villegas	Senior Accounting Officer-OIC
Tuico, Edison Pisano	DCC Officer
Reyes, Ronald Brillante	DCC Senior Officer
Salazar, Michael Gallego	IT Head-OIC
Abrenica, Sherwin Maquirang	Senior IT Officer-OIC
Comia, Christoper Evangelista	Marketing Officer
Badillo, Roselle Cabugayan	Claims Settlement Officer
Bonilla, Kathryn Joyce Montemor	Finance Officer-OIC
Macalalad, Nice Cornelia	Cluster Accountant-OIC
Almirol, Mirasol Solis	Cluster Accountant-OIC
Elpa, Melanie Tubigan	Executive Assistant
Tarzona, Avegail Palma	Admin Assistant
Deza, Aimee Espinili	Accounting Assistant
Saltorio, Vincent Moresca	Finance Assistant
Abrigo, Renalyn Escondo	Insurance Processor
Calabia, Sarah Jane Villaos	Bookkeeper
Ampeloquio, Leni Abuan	Claims Processor
Mirando, Jaymee Alina	Cashier
Fuentes, Danica Maghirang	Bookkeeper
Atendido, Ivan Babiera	Insurance Processor
Guitang, Helena de Lara	Claims Processor
Punongbayan, Dhana Mae Ramos	Bookkeeper

Support Unit Staff

Name of Staff	Position
Cabe, Rodalice Paetan	Corporate Legal Officer
Coronel, Rommel Dellosa	Personnel Manager
Viajante, Melany Grecia	Research Unit overall-OIC
Masa, Jennifer Pereras	Senior Internal Auditor Manager
Gupo, Jeddalyn Abarquez	Senior Org & Admin Officer
Maghirang, Mico Dumagan	Treasury Assistant
Ticson, Anne Michelle Santander	Internal Auditor
Orlain, Jennifer Natividad	Internal Auditor
Labao, Ma. Bella Lajos	Internal Auditor
Sarmiento, Allan Rey Lanip	MaHP Manager
Mahinay, Janice Magbagay	MaHP Assistant
Anenias, Almira Aliorde	MaHP Assistant
Doria, Maricris Dumaraos	MaHP Assistant
dela Cruz, Mary Jean Almodiel	MaHP Assistant
Agorilla, Sedfrey Tamayo	MaHP Assistant
Bicomong, Marie Elaine Delivag	MaHP Assistant
Talaboc, Vanessa Obiano	MaHP Assistant
Mamparo, Christian Lagoc	MaHP Assistant
Basas, Remy Gelotin	MaHP Assistant
Mercado, Danny Rey Gonzaga	MaHP Assistant
Lim, Mary Grace Magallanes	MaHP Assistant
Bartocillo, Mae Marie Danogo	MaHP Assistant
Salcedo, Myla Bulahan	MaHP Assistant
Verano, Fennie May Paig	MaHP Assistant
Duran, Joseph Levi Gentapa	MaHP Assistant
Cabidog, Maria Kristine Corral	MaHP Assistant
Caro, Rona Solidarios	MaHP Assistant
Atienza, Hazel Oliveros	MaHP Assistant
Maala, Pamela Jeanne Remalla	MaHP Assistant
Lipit, April Ramos	MaHP Assistant
Germedia, Jesh Jerome Pineda	MaHP Assistant
Perfecto, Penid Jr Balesteros	MaHP Assistant
Fabro, Kristine Silawan	MaHP Assistant
Flores, Ana Patricia Dionisio	MaHP Assistant
Clacio, Alenn Jay Paguio	MaHP Assistant
Lumbo, Irene Q.	MaHP Assistant

Directory of CARD MBA New Offices in 2012

Cluster	Name of Provincial Office	Date Established	Contact Person	Who Managed the Opening
LUZON 2	Metro Manila 2	June 26, 2012	Rosalie Martecion	Nemie Mendoza
	Batangas 1	January 30, 2012	John Paulin P. Icarro	
	Batangas 2	November 09, 2012	Arnold S. Joya	
LUZON 4	Marinduque	May 21, 2012	Rexon B. Borrueal	Edison R. Reyes
VISAYAS 2	Negros Oriental	January 27, 2012	Froilan James D. Cabaes	Oliver M. Reyes
MINDANAO	North Cotabato	April 24, 2012	Archie Menchavez	Ely B. Rodriguez

Directory of Provincial Office-Based CARD MBA Staff

LUZON CLUSTER 1	
GERARDO H. BATARLO	Cluster Manager
Pangasinan	
Montejo, Jaypee Matabalan	Provincial Manager-OIC
Facunla, Joel Ramos	Marketing Officer
Tulagan, Mandrake Payopay	Claims Processor
Pingot, Bonifacio Bongabong	Bookkeeper
Taberdo, Rufelyn Mandigma	Insurance Processor
Benguet	
Alcantara, Leo Baddal	Marketing Officer
Alvarado, Eleanor Moralde	Bookkeeper
Pagoy, Veronica Somlano	Insurance Processor
Catalino, Sofie Amlos	Insurance Processor
Ilocos	
Caringal, Jayson Nido	Provincial Manager-OIC
Tabuyo, Princess Ann Tiri	Claims Processor
Asuncion, Harold Pizarro	Insurance Processor
Rapisura, Bea Flor Alconis	Insurance Processor
Velasquez, Jhune Victoria	Bookkeeper
Nueva Vizcaya	
Pagaduan, Sheilalyn Echalar	Provincial Manager
Baldo, Angielicah Arzadon	Claims Processor
Borromeo, JulieAnn Marayag	Insurance Processor
Leaño, Karen Joy Daguro	Bookkeeper
Ampoon, Mari Jane Palattao	Insurance Processor
Cagayan	
Lumaban, Glenda Dawat	Bookkeeper
Lubbui, Angelina Culcul	Claims Processor
Joson, Jaypee Tadeo	Insurance Processor
Alcalde, Ivy Tambis	Insurance Processor
Tarlac	
Alega, Preciousa Alza Banaag	Provincial Manager-OIC
Bonifacio, Abigail Sta. Ana	Claims Processor
Bunag, Glecly Mendoza	Insurance Processor
Corse, Maria Cristina Hangdaan	Bookkeeper
LUZON CLUSTER 2	
RONA R. NAVA	Cluster Manager
Bataan	
Reyes, Nico Endrenal	Provincial Manager-OIC
Ortiz, Gladies Valdez	Claims Processor
Panta, Ace Domingo	Insurance Processor
Torres, Marie Flor Robillos	Bookkeeper
Bragas, Jamesly Quipay	Insurance Processor
Palawan	
Luna, Janice Amesqua	Provincial Manager-OIC
Torio, Lovely Joy Dobra	Marketing Officer-OIC
Asandy, Aila Marie Catingub	Insurance Processor
Usop, Michelle Ollo	Insurance Processor
Bulacan	
Castillo, Fidela Pullan	Provincial Manager-OIC
Javilona, Cyrin Barrozo	Bookkeeper
Olivarez, Nathaniel Anlacan	Claims Processor
Sigua, Ma. Hazel Limson	Claims Processor
Quicson, Eunice Grace Panolino	Insurance Processor
Cavite	
Martecion, Rosalie Buhat	Provincial Manager
Verde, Jessabel Latusa	Bookkeeper
Aniel, Buddy Aniel	Claims Processor
Indap, Trisha May Villanueva	Insurance Processor
Betoy, Nerissa Iris A.	Insurance Processor
Metro Manila 1	
Abata, Gina Cucal	Provincial Manager
Bacuyag, Gerlie Ordillo	Bookkeeper
Bae, Ricky Roxas	Claims Processor
Arias, Cecilia Oberes	Insurance Processor
Metro Manila 2	
Jamolin, Allan Tigno	Provincial Manager
Macalino, Mary Anne Lacson	Bookkeeper
Caabay, Jonah Maru	Claims Processor
Elinon, Rainier Lopez	Insurance Processor
Baldestamon, Eric Panerigo	Insurance Processor

LUZON CLUSTER 3	
NEMIE G. MENDOZA	Cluster Manager
Oriental Mindoro	
Lasac, Bernadette Ortiz	Provincial Manager-OIC
Jacinto, Ressa Jean Oirada	Bookkeeper
Villena, Maylielyn Lucas	Claims Processor
Roldan, Anna Morena Vilar	Insurance Processor
Sena, Joefren Lecaroz	Insurance Processor
Occidental Mindoro	
Patricio, Boy Nazher Zabala	Provincial Manager
Isorina, Marilou Diosay	Bookkeeper
Villamin, Anna Crichelle De Jesus	Claims Processor
Villaluna, Maria Lourice Digap	Insurance Processor
Occidental Mindoro	
Patricio, Boy Nazher Zabala	Provincial Manager
Isorina, Marilou Diosay	Bookkeeper
Villamin, Anna Crichelle De Jesus	Claims Processor
Villaluna, Maria Lourice Digap	Insurance Processor
Batangas 1	
Icaro, John Paulin Panapanaan	Provincial Manager-OIC
Villanueva, Anthony Kinaadman	Marketing Officer-OIC
Vergara, Herminia Mercene	Bookkeeper
Alimuin, Jennilyn Dionisio	Insurance Processor
Palomares, Dianne Penales	Claims Processor
Batangas 2	
Joya, Arnold Sulian	Marketing Officer
Panganiban, Maurice Albert Lirio	Insurance Processor
Binay, Joanne Manalo	Bookkeeper
Laguna 1	
Castro, Aileen Bartolome	Provincial Manager-OIC
Angeles, Annam Venus Alcantara	Claims Processor
Liamas, Jean Rosalie Logatoc	Claims Processor
Turiano, Ritchel Liza Lopez	Bookkeeper
Saway, Ronald Sapunto	Marketing Officer
de Ramos, Aaron Justin Galiza	Insurance Processor
Laguna 2	
Almanza, Maribel Monterola	Provincial Manager
America, Reynel Sanchez	Bookkeeper
Medina, Jaussen Ola	Claims Processor
Mendoza, Jenny Saez	Claims Processor
Marticio, Aljun Abragante	Insurance Processor
LUZON CLUSTER 4	
MA. JOYCE ALIMAGNO	Cluster Manager
Quezon 1	
Velina, Pablito Barba	Provincial Manager
Folloso, Kathrina Cabangon	Bookkeeper
Perocho, Rachel Calubayan	Claims Processor
Cantos Jovelyn Decena	Insurance Processor
Potentado, Irish Bernadette Montañon	Insurance Processor
Quezon 2	
Brofar, Napoleon Brosas	Provincial Manager
Jumento, Jayson Banico	Marketing Officer-OIC
Postrado, Janice Rodriguez	Claims Processor
Laguna, Darlene Hetomo	Insurance Processor
Escurel, Aprilyn Yumang	Insurance Processor
Cam Sur	
Alarcon, Maria Shyna Prado	Marketing Officer-OIC
Anzorandia, Estefani Teoxon	Bookkeeper
Mendoza, Loreto Jr. Agaton	Claims Processor
Urrete, Jennalyn Jonos	Insurance Processor
Albay	
Patay, Catherine Mojica	Provincial Manager
Cledera, Hazel Talaran	Claims Processor
Canuel, Niña Babia	Bookkeeper
Avila, Donnabel Sarcon	Insurance Processor
Ordinanza, Joana Marie Villaruel	Insurance Processor
Camarines Norte	
Par, Allan Napao	Provincial Manager
Escano, Mariane Gordula	Bookkeeper
de la Cruz, Jackelyn Bellawelo	Insurance Processor
Zara, Joey Baquio	Insurance Processor

Directory of Provincial Office-Based CARD MBA Staff

Marinduque	
Borruel, Rixon Diaz	Provincial Manager
Pereda, Michael Monterey	Claims Processor
Arche, Mary Joy Leonado	Insurance Processor
Maaliw, Cherrie Ann Suanke	Bookkeeper
VISAYAS CLUSTER 1	
EDISON R. REYES	Cluster Manager
Leyte	
Navera, Chito Creo	Provincial Mngr
Kierulf, Glaiza Duquiatan	Marketing Officer-OIC
Labarda, Gelyn Gerez	Bookkeeper
Oliverio, John Rhebo Marchadesch	Claims Processor
Dandan, Ritchel Tadeffa	Insurance Processor
Samar	
Pia, Rory Bactul	Provincial Manager-OIC
Ramos, Janelle Verecio	Bookkeeper
Pueblos, Jacklyn Oliva	Claims Processor
Docena, April Joy Peñaflo	Insurance Processor
Yacap, Anthony Busante	Insurance Processor
Bohol	
Rapsing Jr., Eduardo Dones	Provincial Manager-OIC
Seroy, Ronaldo Ando	Claims Processor
Torreón, Candy Shane Varquez	Insurance Processor
Castolo, Mirafior, Doroy	Bookkeeper
Southern Leyte	
Nadonza, Miralyn Cablogan	Provincial Manager-OIC
Samson, Mechelle Gabriela	Marketing Officer-OIC
Segarino, Tetchie Boholst	
Caig, Marik Dave Mayao	Insurance Processor
Baquino, Ruthlyn Pusa	Claims Processor
VISAYAS CLUSTER 2	
MAURICIO B. MAUR	Asst. Mngr. for Operation-Visayas OIC
Cebu	
Yutiga, Roy Medina	Provincial Manager
Barnuevo, Gemma Balatayo	Bookkeeper
Albarida, Annabel Marcelino	Insurance Processor
Dadol, Malyn Dilao	Claims Processor
Masbate	
Buenaobra, Marivic Bensurto	Provincial Manager
Venancio, Erwin Gonzales	Marketing Officer
Castillo, Darlin Tugbo	Claims Processor
Magallanes, Felix Jr. Bongabong	Insurance Processor
Perez, Ma. Key E.	Bookkeeper
Iloilo	
Montilla, Francis Ramones	Prov. Mngr-OIC
Juanites, Robecel Pagsugiron	Insurance Processor
Santiago, Myla Gabumpa	Insurance Processor
Bernantes, Amy Gadayan	Claims Processor
Amande, May Catino	Bookkeeper
Capiz	
Lobaton, Marry Rose Vegafria	Provincial Manager-OIC
Germina, Rochelle Misola	Marketing Officer
Fernandez, Sarah Ibañez	Bookkeeper
Balinton, Jorelyn Baling	Insurance Processor
Negros Oriental	
Cabales, Froilan James dela cruz	Provincial Manager-OIC
Torres, Babyiou Pionela	Insurance Processor
Angot, Eugenio Luntayao Jr.	Claims Processor
MINDANAO CLUSTER	
Ely B. Rodriguez	Cluster Manager
Davao	
Lanoy, Carla Fe Aballe	Provincial Manager
Cebulleros, Roselyn Garcia	Claims Processor
Briones, Grechen Traya	Insurance Processor
Bongcac, Arlyn Papas	Bookkeeper
Abecia, Mark Roldan Jason P.	Insurance Processor
Misamis Oriental	
Bautista, Rosenie Jimenez	Provincial Manager
Dionaldo, Monalie Lagutin	Bookkeeper
Marababon, Jaycel Gabule	Claims Processor
Geromo, Ma. Stephany Sumalpong	Insurance Processor
Jalapan, Abelyn Tangkhiay	Insurance Processor
Catulong, Francis Ann M.	Insurance Processor
Rabago, Raissa Gold C.	Insurance Processor

Zamboanga del Norte	
Nacua, Janicekith Embajador	Provincial Manager -OIC
Sagario, Julie Anne Magdolot	Marketing Officer-OIC
Paglinawan, Marycres Comendador	Claims Processor
Bertulfo, Messy Ortega	Bookkeeper
Torsiende, Lucky Nieva Saguindan	Insurance Processor
Idjirani, Sukarno Sawpi	Insurance Processor
Davao del Norte	
Priete, Ketty Cablogan	Provincial Manager-OIC
Gracia, Joel Leones	Claims Processor
Jaramillo, June Enanoria	Insurance Processor
Gomez, Honevel Porquizado	Bookkeeper
Castro, Jancetien L.	Insurance Processor
South Cotabato	
Nisnisan, Rey Robles	Provincial Manager
Ca-ay Jr, Robinson Daquio	Claims Processor
Gomez Nerlyn Idjao	Bookkeeper
Lantaca, Marissa A.	Insurance Processor
Agusan del Sur	
Jabonan, Roy Palao	Provincial Manager
Marquez, Jelly Ann Pechon	Bookkeeper
Retobalde, Jovani Gempere	Claims Processor
Cacho, Km Albia	Insurance Processor
Agusan del Norte	
Pondevida, Catherine Emuy	Provincial Manager-OIC
Magallanes, Ann Jaraine Exchaure	Bookkeeper
Cortez, Bonibie Gepitulan	Insurance Processor
Trosa, May Leonidas G.	Insurance Processor
Luntayao, Lelanie Q.	Insurance Processor
North Cotabato	
Menchavez, Archie Villacruz	Provincial Manager
Velasquez, Elyn Amoroto	Claims Processor
Gallaron, Richell Hidalgo	Bookkeeper
Saladar, Jacquelyn Lebrita	Insurance Processor
Lindio, Genalyn S.	Insurance Processor



Directory of CARD MBA Coordinators

Luzon

Luzon 1

Pangasinan	
Pangasinan 1	
Asingan	Morita D. Ramirez
Alcala	Rudela Mariano
Rosales	Richelle Pregillana
Tayug	Jennifer Nacalaban

Pangasinan 2	
Pozorrubio	Rosario E. Velasco
Binalonan	Donna Biado
Sison 1	Ernie Tucay
Sison 2	Zosima Olod
San Manuel	Gilda Pote

Pangasinan 3	
Mangaldan 1	Paz Petrona
Mangaldan 2	Alicia Montemayor
San Fabian 1	Paz Valdez Franeza
San Fabian 2	Shirley Obispo
San Jacinto	Preceela S. Salvado
Manaoag	Josie Pajarillo Marquez

Pangasinan 5	
San Carlos 1	Araceli Balbrian Dela Cruz
Dagupan 1	Lalaine Rosal
Sta. Barbara	Imelda Argaoza
San Carlos 2	Rizza Dela Cruz Salinas
Calasiao	Nancy Victorino Santiago
Dagupan 2	Lorielyn N. Arzadon

Pangasinan 7	
Malasiqui 2	Shirley Sanchez
Bayambang 2	Mary Jane Emilio
Malasiqui 1	Adelina Serafica
Camiling	Lucrecia Bumatay
Bayambang 1	Merlita Galletes Bergado
Urbiztondo	Jhoy G. Esteban

Benquet	
La Union 2	
San Juan L.U.	Padua, Begilda
Bacnotan	Charlyn C. Ursua
Bangar	Zenaida Villanueva
Luna	Bactad, Lolita

La Union 1	
Bauang 1	Marissa D. Gapuz
Bauang 2	Bancifra, Melinda

La Trinidad	
La Trinidad 1	Sanchez, Shayne Lynne
La Trinidad 3	Bangwa, Juanita
La Trinidad 6	Baon, Rita
La Trinidad 7	Fanwa, Julia
La Trinidad 8	Madarang, Janice

Baguio	
Baguio 2	Supsupin, Jessica
Baguio 3	Ronelyn B. Antonio
Aringay	Padilla, Herminia
Rosario	Salting, Elizabeth
Ago	Dollaga, Maydie

Ilocos	
Ilocos 1	
Laog 1	Ronalyn Diego
Laog 2	Aida B. Bielza
Pasquin	Luzviminda L. Martinez
Bacarra	Lorna Gamiao
Vintar	Edna Dalere

Ilocos 2	
San Nicolas	Vanessa Pagud
Batac 1	Ligaya Marie P. Villanueva
Batac 2	Romelyn Sicut
Paoy	Emma Galima
Pinili	Irene Curameng
Badoc	Ma. Esperanza M. Asuncion

Ilocos 3	
Solsona 1	Marilyn T. Malvar
Solsona 2	Marilyn I. Neri
Marcos	Myrna Dalan
Dingras	Marites T. Dela Cruz
Banna	Mary Rose A. Rupisan
Sarrat	Teresta D. Rasgado

Ilocos 4	
Cabugao	Neldie Ibea
San Juan	Mary Jane Lazo
Magsingal	Marilou G. Go
Sto Domingo	Ma. Cristina P. Portugal
Vigan 1	Melanie Lazo

Ilocos 5	
Bantay	Conchita Valdez
Narvacan	Joan C. Rosete
Sta Maria	Delia A. Cabotaje

Ilocos 6	
Pidigan	Marites C. Villanueva
Bucay	Rowena Barbosa
La Paz	Jocelyn T. Adriatico
Tayum	Rhodelle Reyes
Dolores	Vicky C. Barbosa

Ilocos 7	
Candon 1	Marilou Viaje
Candon 2	Nora Gapasin
Sta Cruz	Cristeta Magpali
Tagudin 1	Lolita Fajardo
Tagudin 2	Agnes P. Balcac

Nueva Vizcaya	
Isabela 2	
Alicia	Corazon Gomez
Echague	Carmelita A. Magudang
Jones	Josephine M. Porca
Ramon	Imelita D. Domingo
San Mateo	Gina G. Sinagub

Isabela 3	
Quezon	Rita Pamittan
Cabatuan	Victorina M. Hidalgo
Burgos	Clarita O. Cariño

Quirino	
Cabarroguis	Fely V. Labitoria
Diffun	Joy M. Aquino
Nagtipunan	Merly Gervacio
Maddela	Agnes S. Baculanta

Nueva Vizcaya 1	
Bagabag	Josie W. Rivera
Solano	Aleli P. Birco

Nueva Vizcaya 2	
Bambang	Emma G. Zamora
Dupax Del Norte	Arceli Rumbawa Estil

Ifugao	
Lamut	Helen P. Dacumos
Lagawe	Veronica D. Bumolyad

Mountain Province	
Bauko	Joanna K. Gomez

Cagayan Valley	
Cagayan 1	
Alcala	Nenita D. Cabaruan
Iguig	Josephine A. Alcoy
Solana 2	Imee Bagayan Cabaddu
Tuguegarao City	Marissa N. Tungcul
Penablanca	Michelle D. Balderrey
Solana 1	Myrna N. Durian
Cagayan 2	
Gattaran	Marlene Amores
Lal-Lo	Norma Cristobal
Aparri	Ma. Corazon A. Ong
Gonzaga	Marivic R. Casipag
Sta. Teresita	Charlene P. Balanon
Lasam	Edwina Jove

Cagayan 3	
Allacapan	Evangeline C. Trocio
Ballesteros	Celia S. Arzaga
Sanchez Mira	Julita R. Paculguen
Abulug	Wilma Pascua

Isabela 1	
Tumauini	Susana Tumolva
Ilagan	Sarah M. Antonio
Gamu	Annalisa Cabia
Cauayan City	Petronila Balmores
Naguilian	Marites B. Lungub

Tarlac	
Tarlac 1	
Capas	Jelica D. Halili
Concepcion	Nimfa Santos
Sta. Ignacia	Flordeluna Hidalgo
Tarlac City 1	Estrella Taban
Tarlac City 2	Marivic Fajardo
Tarlac City 3	Nelcita Banta

Tarlac 2	
Gerona	Julietta B. Asuncion
Lapaz	Rosemarie Alperuez
Paniqui	Gloria T. Santos
San Manuel	Amalia Parocha
Victoria	Ma. Noemi Grace Deang
Moncada	Rowena Viray

Pangasinan 4	
Aguilar	Adoracion E. Balmonte
Bimaleay	Marita R. Bautista
Bugallon	Bernadette B. Malicdem
Lingayen 1	Johnylien V. De Leon
Lingayen 2	Alma Valdez

Pangasinan 6	
Alaminos	Aurelia Sison
Anda	Maricel Gatabay
Agno	Alma U. Nilo
Bani	Minerva Orila
Sual	Valentina Mostajo
Bolinao	Edna Puda

Luzon 2

Bataan	
Pampanga 1	
Guagua	Cristina M. Capati
Florida Blanca	Windilina M. Pillone
San Fernando 1	Janette S. Gomez
Mabalacat	Imelda O. Quinto
Lubao	Aurora B. Vitug

Pampanga 2	
San Fernando 2	Sylvia B. Suliva
Angeles 1	Jo-Ann D. Elisma
Angeles 2	Cristina C. Samia
San Simon	Mary Grace G. Rivera

Pampanga 3	
Arayat	Marisol N. Luciano
Bagalang	Rhodelene S. Limpin
Mexico	Leilani Q. Pamintuan

Bataan	
Dinalupihan	Gertrudes P. Natividad
Orion	Victoria Reyes
Orani	Cherrie Albo

Zambales	
Olongapo	Ligaya F. Mallari
Subic	Rosalie R. Knudtson
San Narciso	Cristina R. Villamor
Iba	Arlene E. Camuyong
Palauig	Catalina B. Vicente

Bulacan	
Bulacan 1	
Marilao	Evangeline N. Cuenca
Meycauayan	Evelyn G. Valenzuela
Norazaray	Jemilyn T. Pasco
San Jose Del Monte 1	Jamela R. Castro
Sta. Maria	Hermilia P. Cataban
San Jose Del Monte 2	Marilyn E. Capa

Bulacan 2	
Baliuag	Catalina A. Escaner
Bustos	Carolyn D. Beltran
Pullian	Yolanda G. Marasigon
San Ildefonso	Liezal L. Aragon
Plaridel	Nelia B. Osing
San Miguel	Esperanza M. Garchitorena

Bulacan 3	
Bocae	Charito L. Rivera
Hagonoy	Maria Nieves Trinidad
Malolos	Marita D. Rico
Gaiguinto	Rosana C. Dela Cruz

Camaranga 1	
Valenzuela 1	Irene R. De Leon
Valenzuela 2	Nancy M. De Jesus
Malabon 1	Hean D. Rosales
Malabon 2	Adoracion S. Garcia
Navotas 1	Soniviv O. Advincula
Navotas 2	Carmencita M. Ramos

Camaranga 2	
Calocan East	Mera T. Dixon
Calocan South	Rodelyn O. Sambrano
Calocan North	Fredisminda V. Apongol
Novaliches 1	Memos V. Maquinto
Novaliches 2	Elvira A. Galon

Cavite	
Cavite 2	
Dasmariñas 4	Isabelita P. Lentijas
Dasmariñas 6	Bernadette P. Matubis
Imus 2	Edna L. Luyao
Imus 1	Leela P. Leis
Racor 2	Rowena P. Dominia
Racor 3	Maricris E. Ariza

Cavite 3	
Racor 1	Teresita Espiritu
Novleta	Marilyn Almazan
Rosario Cavite	Christy Esparraguera
Cavite City 1	Anabella T. Rivera
Cavite City 2	Rosalinda Lemor
Kawit	Olivia G. Aguilar

Cavite 4	
Tanza 1	Jean G. Del Pilar
Tanza 2	Magdalena B. Escario
Naic	Melanie M. Nito
Indang 1	Erlinda Medina
Indang 2	Leonida D. Hermoso
Alfonso	Cecilia L. Lacopia
Maragondon	Gloria A. Padal

SME Tagaytay	
Tagaytay Unit 1	Benilda Ferma Peñafiel
Tagaytay Unit 2	Marilyn C. Romilla
Silang Unit 2	Felisa B. Reyes
Silang Unit 3	Pinky R. Genesis
Silang Unit 4	Bernadette A. Reyes
Gma 1-A	Susan T. Purificacion
Gma 1-B	Fe S. Chan
Dasma 1-A	Whilalyn D. Sambajon
Dasma 1-B	Marisol R. Brusas
Dasma 2-A	Virginia A. Sayson
Dasma 2-B	Gemma Bening

Palawan	
Palawan 1	
Puerto Princesa 1	Lolita A. Calupcupan
Puerto Princesa 2	Phoebe F. Carandang
Puerto Princesa 3	Carita M. Namuco
Puerto Princesa 4	Maricel Cugid
Puerto Princesa 5	Marilyn V. Antioquia

Palawan 2	
Narra 1	Nelia A. Puno
Narra 2	Elizabeth E. Apolinario
Narra 3	Bacabac, Ronalie
Aborlan	Sharon Castro
Rizal	Margarita Cansino
Quezon	Betty San Juan

Palawan 3	
Bataraza 1	Noemi G. Guardian
Bataraza 2	Ma. Jassin Millares
Brooke's Point 2	Joessina A. Parcarey

Palawan 4	
Roxas 1	Ravima Manzano
Roxas 2	Lilian N. Samperoy
San Vicente	Agnes Gonzales
Taytay 1	Marlie N. Parcon

BOAT	
Taytay 2	Juno Molid

Palawan 5	
Coron 1	Flozerfida B. Altarejos
Busuanga	Desiree G. Yala

Metro Manila 1	
NCR 1A	
Muntinlupa 1	Lailanie E. Andres
Muntinlupa 2	Rosario L. Mendoza
Muntinlupa 3	Yolanda B. De Guzman
Pateros	Emily Bapsing
Pateros	Olaira S. Agir
Taguig 2	Amelia Duco

NCR 1B	
Parañaque 1	Merced Z. Legurpa
Parañaque 2	Florence S. Malasig
Pasay 3	Lerma Tanao Tanao

Las Piñas	
Caa 1	Melanie Buenafe
Caa 2	Merlyn C. Barin
Caa 3	Imalu T. Tecio
Las Piñas 2 & Almazan 2	Jenistrel Soneja Regalado
Las Piñas 3 & Talon 4	Resurreccion Catantan
Las Piñas 6 & Talon 3	Concepcion Piston
Plp 1	Liberty Gabriel Returbat
Plp 2	Mylene S. Sotta

Makati	
Makati 3	Thelma Herrera

Mandaluyong	
Mandaluyong 1	Modesta Lucas

Metro Manila 2	
NCR 2	
Marikina 1	Estrellita H. Pallarca
Marikina 2	Leonica Lamac
Pasig 1	Florida Andeo
Pasig 2	Jocelyn F. Roquero
San Juan	Maria Zamora

NCR 3	
Commonwealth 1	Elnor V. Magulang
Quirino	Gladys Famorcan

NCR 4	
Paco	Mary Ann V. Bartoline
Sampaloc	Jessica Bona
Sta. Ana	Presentation Modina
Sta. Cruz	Marilyn P. Macabuhay
Sta. Mesa	Maria Theresa V. Balogbog

Rizal 1	
Cainta 1	Alejandra M. Capistrano
Cainta 2	Bernarda G. Guay
Binangonan 1	Emily D. Balagoza
Angono	Nancy M. Hermosa

Rizal 3	
Antipolo 1	Vina Maglaling
Antipolo 3	Violeta Maglaling
San Mateo	Gina M. Balde
Montalban	Nora R. Magallanes
Antipolo 2	Eclar, Eufrocina Angela A.

RIZAL RURAL BANK, Inc.	
Taytay 1	Jocelyn T. Arguelles
Taytay 2	Precky Butin

Luzon 3

Laguna 1	
San Pablo 1	
San Pablo 1	Margarita de Luna
San Pablo 2	Ofelia Diamante
San Pablo 3	Carmen Avanzado
San Pablo 4	Merlita Roderio
San Pablo 5	Michel Villanueva

San Pablo 2	
San Pablo 7	Zenaida M. Reyes
San Pablo 8	Rosemarie A. Puntanar
San Pablo 9	Merly A. Baliton
Alaminos 1	Virginia D. Baldo
Alaminos 2	Imelda Ignacio

Nagcarlan	
Rizal	Vivian Eroles
Liliw	Marivel P. General

Dolores	
Dolores 1	Raquel S. Luzon
Dolores 2	Necitas C. Mortel
Tiaong 2	Maria M. Sumadsad
Tiaong 3	Delia M. Dimaculangan
Tiaong 4 & 5	Elena D. Andal
San Antonio 1 Unit	Leonisa Guerra
San Antonio 2 Unit	Mary Ann C. Mauricia

Bay	
Pila	Mervic Pecaña
Calauan 1	Teresa M. Constantino
Calauan 2	Julietta D. Panerayo
Victoria	Marita M. Villarin
Los Baños South & 5	Myrna O. Liwanagan

Laguna 4	
Calamba 1	Pablita Borbon
Calamba 2	Daisy R. Abuene
Calamba 3	Dionisia D. Vanguardia
Calamba 4	Rowena N. Magpantay
Calamba 5	Marilyn P. Mirasol
San Pedro 2	Minda L. Reyes

Laguna 5	
Bifan 2	Juana Maranan
Bifan 4	Millette Jane M. Malayaon
Sta. Rosa 2	Mila M. Sagasayan
Cabuyao 2	Wilma P. Entredicho

Laguna 2	
Laguna 2	
Paete	Ma. Eva T. Madridejos
Mabitac	Teodora Aclan
Siniloan	Emerciana Realiza
Famy	Annie Fe L. Rabe
Lumban	Marilyn Bulan
Sta. Maria	Florentina Pabia

Laguna 3	
Sta. Cruz 1	Emelita Mercado
Sta. Cruz 2	Lanie G. Zambalez
Pagsanjan	Zenaida Javilinar
Magdalena	Lorna B. Orphiano
Majayjay	Marilou Buen
Cavinti	Hilaria Blasco

Rizal 2	
Morong	Mia E. Silayan
Binangonan 1	Emily d. Balagoza
Binangonan 2	Nancy Salgado
Jalajala	Yolanda L. Magsalil
Pillila	Clarissa Flores
Tanay 1	Roda Reyes

Quezon 6	
Infanta 1	Mary Ann F. Cuervo
Infanta 2	Myia B. Marquez
Infanta 3	Sheilla M. Chua
Real 2	Delilah Soriano
General Nakar	Lucia A. Gama

Butangas 1	
Sta. Tomas 1	
Sta. Tomas 1	Maria Dennis D. Dimayuga
Sta. Tomas 2	Felisa Lapitan
Sta. Tomas 3	Zenaida Sancebuche
Sta. Tomas 4	Flora P. Siman
Sta. Tomas 5	Jocelyn A. Gementiza
Tanauan 1	Emelita A. Bringas

Sta. Tomas 2	
Tanauan 2	Gregoria V. Rimas
Tanauan 3	Yolanda M. Mercado
Talisay	Liza Panganiban
Malvar	Ma. Celina Ramilo
Laurel	Agripina Disepeda

Lipa 1	
Lipa 2	Zenaida M. Montuano
Rosario B	Anna Marie B. Tejada
Padre Garcia	Norma Mendoza
Rosario A	Maria A. Mangulat
San Jose	Ely L. Adajar

Lipa 2	
Lipa 3	Jesepine Palo
Lipa 4	Imelda Dacula
Lipa 5	Lorna B. Pesa
Lipa 7	Tita C. Macuha
Lipa 8	Brigilda Martija
Cuenca	Nora S. Mauleon

Batangas 2	
Batangas City 1	Lilia C. Cortiguerra
Batangas City 3	Luzviminda C. Sanchez
Lobo	Juanita T. Celajes

Batangas 2	
Bauan 1	Rosalinda I. Marquez
Bauan 2	Bienvenida C. Cruz
San Pascual	Nerilina A. Valderama

Batangas 4	
Lemery 1	Estelita R. Endrinal
Lemery 2	Ederlinda L. Fernandez
Calaca	Catalina Luce
Taal	Rosalie B. Manuel
Balayan 2	Mary Jane G. Ruta

Batangas 5	
Lian	Rosalina Cabadin
Calatagan	Sherly M. Maquiling
Nasugbu 2	Charito P. Rodriguez
Nasugbu 1	Ma. Concepcion V. Nioko
Tuy	Ednalisa Seña
Balayan 1	Melanie P. Catapang

Oriental Mindoro	
Calapan	
Calapan 1	Welhelmenia S. Babon
Calapan 2	Pita V. Marquez
Calapan 3	Isabel N. Bautista
Calapan 4	Rhea M. Bacay
Baco 1	Evangeline Jusi
Comunal	Liz Marie Luczon
Barcenaga	Mary Jane M. Pelaez
Naujan 2	Joyce M. Austria
Victoria 1	Gemma Felix
Victoria 2	Evangeline A. Orallo

Pinamalayan	
Pinamalayan 1	Cionedel M. Macailao
Pinamalayan 2	Ma. Rubirosa J. Constantino
Gloria	Leonora P. Medina
Pola 1	Neneth A. Tabay
Pola 2	Haydee J. Soriano
Socorro	Maricel G. Morillo
Bansud	Bella S. Baluyot

Roxas	
Bongabong 2	Edna Rubio
Bongabong 1	Maribelle F. Demontaño
Bongabong 3	Jasmin S. Zoleta
Roxas 1	Maria G. Deomampo
Roxas 2	Roseilyn Amar
Mansalay	Imelda Q. Villaluna

Puerto Galera	
San Teodoro	Emerila Ilagan
Puerto Galera 1	Beverly G. Binay
Puerto Galera 2	Emylie Maunder

Occidental Mindoro	
San Jose 1	
San Jose 1	Marianne Arlene Bodegas
San Jose 2	Angelita Ismael
San Jose 3	Jocelyn L. Silang
San Jose 4	Cherry Madriaga
San Jose 5	Lornalyn Rivera

San Jose 2	
Calintaan	Wilma Padilla
Magsaysay 1	Jennifer V. Gumasing
Magsaysay 2	Emelie S. Magan
Rizal 1	Gloria F. Bautista
Rzal 2	Digna B. Valdevieso

Sablayan	
Sablayan 2	Miravilla V. Urieta
Ligaya	Ruth E. Nocelo

Mamburao	
Mamburao 1	Lina R. Peji
Mamburao 2	Merlinda T. Insigne
Abra	Wenaly Alvarez
Paluan	Eloisa T. Vicente
Sta. Cruz 1	Florabel A. Morales
Sta. Cruz 2	Imelda H. Espiritu

Luzon 4

Quezon 1	
Gumaca 1	Mirabel M. Puso
Gumaca 2	Mercedita A. Hanaban
Macalelon	Edilmira A. Dionlay
Pitogo	Nenith D. Arambulo
Gen. Luna	Nela Garcia

Gumaca 2	
Buenavista	Analiza P. Castillo
Calauag 1	Elma M. Malabatuan
Calauag 2	Melinda V. Silvestre
Lopez	Cresencia M. Valencia
Lopez 2	Emma C. Foloso
Guinayangan	Minerva E. Nograles

Atimonan	
Atimonan 1	Rosenda R. Marfil
Atimonan 2	Rosemarie V. Estrope
Plaridel	Maria Angela L. Noriel

Quezon	
Alabat	Matet Arandela
Quezon	Imelda C. Caperina

Tagkawayan	
Tagkawayan 1	Analiza P. Regodon
Tagkawayan 2	Vicenta A. Gonzales
Del Gallego	Ofelia C. Segui

Mulanay	
Mulanay 1	Karen D. Atabay
Mulanay 2	Rowena P. Atabay
Catanauan 1	Rosemarie F. Real
Catanauan 2	Generosa Z. Pernia
San Narciso 1	Estrella I. Imperial
San Narciso 2	Lorena D. Jimena
San Andres	Mergene B. Corales

Quezon 2	
Lucena	
Lucena 1	Jocelyn Sacdalan
Lucena 2	Gina Reselloza
Lucena 3	Daisy Barrantes
Lucena 4	Emilia Del Mundo
Lucena 5	Marissa Gabad
Lucena 6	Consuelo Cabangon
Lucena 7	Benigna Rodillo
Pagbilao 1	Hanna Hazel Lusterio
Pagbilao 2	Teresita Patriarca
Padre Burgos	Oliva Aguilar
Agdangan	Melchora Amparo
Unisan	Luzviminda Caeg

Lucban	
Lucban	Melisa Sales
Tabayas	Julie Mendoza
Sampaloc	Josephine Salayo
Mauban	Vivian Landicho

Candelaria	
Candelaria 1	Marjory Pantoja
Candelaria 2	Wilma E. Sumague
Candelaria 3	Juliana Suarez
Candelaria 4	Luzfil Ortiz
San Juan 2	Erlistina Montealto
San Juan 5	Teresita Landicho
Sariaya 1	Cresencia de Torres
Sariaya 2	Marjorie Acunin
Sariaya 4	Nora Closa
Sariaya 5	Jocelyn de Guzman

Camarines Sur	
Pili	
Pili 1	Myrna S. Diana
Bula 1	Salve T. Dante
Bula 2	Rexelda G. Jardinel
Ocampo 1	Lourdes P. Nacion
Ocampo 2	Gina K. Tabayag

Naga	
Naga 1	Ludy C. Mendoza
Naga 2	Nellie M. Jeremias
Camaligan	Michelle P. Galan
San Fernando	Nilda P. Floriano
Milaor	Elma C. Ferrer
Minalabac	Rosaina G. Paja
Calabanga 1	Jane P. Buella
Calanbanga 2	Belen B. Palaad

GOA	
Tinambac 1	Belenda A. Begino
Tinambac 2	Agnes D. Borela
Tinambac 3	Salve T. Belga
Tigaon 2	Edwina E. Magnosay
Sagñay	Aryen P. Tria
Goa	Annabelle D. Cereno
Lagonoy	Rosario L. Pachon
Tigaon 1	Yvonne O. Obias
San Jose	Emily F. De Luna
Goa 2	Edna B. Royo

Camarines Norte	
Sipocot	
Sipocot 1	Estrellita S. Cortezano
Sipocot 2	Rowena De Una
Sipocot 3	Josephine M. Bollosa
Sipocot 4	Canas, Eufemia C.
Ragay	Isabel B. Castillo

Daet	
Daet 1	Tenorio, Julieta D.
Daet 2	Abante, Jade D
Labo	Adelaida D. Aceron
Basud	Tejeresas, Angela S.
Paracale	Welma V. Aranas
Panganiban	Balce, Daisy M.
Sta. Elena	Sureta, Ginalyn T.

Libmanan	
Libmanan	Maricris A. Avernido
Pasacao	Pamela O. Bautista
Pamplona	Agnes B. Ascaño

Marinduque	
Mogpog	
Mogpog 1	Agnes O. Pizarra
Mogpog 2	Emma M. Naranjo
Boac 1	Irish Marie Baisas
Boac 2	Elsa S. Magturo

Gasan	
Gasan 1	Myracle Soleta
Gasan 2	Heidi Guevarra
Buenavista	Meriam Mayorga

Sta. Cruz	
Sta. Cruz 1	Genalyn P. Rivadeniera
Sta. Cruz 2	Lourdes Recaña
Sta. Cruz 3	Myrabel M. De Galicia
Sta. Cruz 4	Maribel D. Medina

Torrijos	
Torrijos 1	Gina M. Tan
Torrijos 2	Marites M. Postrado

Albay	
Legazpi	
Legazpi	Melani A. Abejuro
Daraga 1	Vivian C. Saberon
Daraga 2	Jean Bustamante
Bacacay	Rosa Bordonada
Tabaco	Michelle Q. Casitas
Sto. Domingo	Mary Ann Balane
Pilar	Imelda O. Leosala

Nabua	
Nabua 1	Janita Aguado
Nabua 2	Carolina Atian
Iriga 1	Janita B. Dorosan
Iriga 2	Mary Barquin
Buhi	Marina Ababa
Baao	Gina Briñas

Ligao	
Ligao 1	Eden R. Dela Torre
Ligao 2	Imelda O. Miranda
Ligao 3	Marilyn Olleta
Camalig	Pacita G. Lomangaya

Bicol 5B	
Polangui 1	Juanita Federico
Polangui 2	Serena Rubianes
Bato	Carolina Agrabante
Oas	Henely Racho

Directory of CARD MBA Coordinators

Visayas

Visayas 1

Leyte	
<i>Leyte 1</i>	
Tanauan	Eliza Tizon
Palo	Lea Baqueros
Alang-Alang	Rosemarie Tulod
Dagami	Ma. Suzette Irony
Sta. Fe	Beatriz V. Goles

<i>Leyte 2</i>	
Biliran	Crisdel B. Dimakiling
Naval	Teresita Caparro
Kawayan	Anna Lou De los Reyes Ramos
Capocan	Remedios Ibañez
Carigara	Ma. Beth Arpon

<i>Leyte 6</i>	
Ormoc 1	Evangeline Asis
Ormoc 2	Juliet Bazarte
Palompon	Rachel D. Pelicano
Villaba	Yolinda Benetiz
Isabel	Wences A. Laurito
Kananga	Felina Rojas

<i>CB Tacloban</i>	
Tacloban 1	Lucresia B. Simbajon
Tacloban 2	Lilia Yman
Tacloban 3	Rosela Acerden
Tacloban 4	Zalavarría Consolacion
Tacloban 5	Rizalie Ministerio
Tacloban 7	Marilyn Vergara
Babatangan	Thelma Daven Tuldac

Southern Leyte	
<i>Leyte 3</i>	
Bato	Normelyn Boroy
Bontoc	Carmelita Garvez
Maasin	Ma. Lina Dela Cruz
Matalom	Analyn A. Del Rosario
Padre Burgos	Christine D. Alforque

<i>Leyte 4</i>	
Albuera	Ester P. Camugao
Baybay 1	Daria Asilom
Baybay 2	Percedita G. Hinandoy
Baybay 3	Julietta M. Israel
Hilongos	Carmela Zabala
Inopacan	Jessica Cavite

<i>Leyte 5</i>	
Liloan	Erlinda Maceda
Hinunangan	Helen P. Suan
San Juan	Zenaida Berongoy
Sogod	Joanne Reyes

<i>Leyte 7</i>	
Abuyog	Haide Siega
Dulag	Rowena Advincula
Mac Arthur	Mila M. Morante
Tolosa	Evelyn Perez

Samar	
<i>Samar 1</i>	
Catarman	Angelina Comahig
San Jose	Anaflor S. Olarte
San Roque	Rosa D. Cebujano
Laoang	Nerissa L. Romero
Catubig	May Harriette Berunio

<i>Samar 2</i>	
Calbayog 1	Imelda T. Amameo
Calbayog 2	Leticia O. Faro
Sta. Margarita	Elizabeth M. Trocino
San Isidro	Rufina D. Bactad
Allen	Flordeliza P. Tan

<i>Samar 3</i>	
Cathologan	Asuncion V. Dote
Gandara	Azucena F. Nueva
Calbiga	Milagros Iquiña

<i>Samar 4</i>	
Basey 2	Evelyn Desantores
Balangiga	Preciosa I. Aquino
Quinapondan	Natividad N. Jababao

<i>Samar 5</i>	
Guluan 1	Anna Grace D. Omlang
Salcedo	Maxima P. Ranoco
Llorente	Vilma C. Fua

<i>Samar 6</i>	
Taft	Ma. Lani L. Acain
Borongan	Jeanne B. Abelgas
Dolores	Bernadette U. Villafior
Oras	Helen C. Balagasay

Bohol	
<i>Bohol 1</i>	
Baclayon	Jeanette J. Talo
Balilihan	Liza Danila
Davis	Zelona N. Tubiano
Tagbilaran 1	Damiana H. Garcia
Tagbilaran 2	Wilma A. Reserva

<i>Bohol 2</i>	
Clarín	Anecita O. Lomosbog
Getafe	Policarpia Cempron
Trinidad	Vilma Reyes
Ubay	Evelyn Pasicolan

<i>Bohol 3</i>	
Bilar	Nena Q. Estar
Carmen	Cristita B. Unajan
Loboc	Dionisia T. Acuna
Sierra Bullones	Zenaida N. Alolino

<i>Bohol 4</i>	
Dimiao	Elnora B. Japos
Valencia	Alicia M. Macaranas

<i>Bohol 5</i>	
Maribojoc	Agnes J. Villaceran
Antequera	Alda B. Villareal
Loon	Virginia M. Requero
Calape	Marilyn D. Dumali
Tubigon	Cleofe A. Libutan

Visayas 2

Cebu	
<i>Cebu 1</i>	
Cordova	Luisa T. Fernandez
Lapu-Lapu 1	Miriam M. Hernandez
Mandaue 1	Alecia D. Largo
Talamban	Sylvia A. Cesa

<i>Cebu 2</i>	
Cebu 1	Juvy M. Ahig
Cebu 2	Cynthia R. Balio
Mabolo	Jovencia E. Amay
Minglanilla	Filomena P. Caballa
Talisay 1	Noemi P. Padernal
Talisay 2	Teresita L. Sasa

<i>Cebu 3</i>	
Borbon	Arnely D. Bascon
Camotes	Conchita M. Oral
Carmen	Ligaya P. Ramos
Danao	Felicitas Oliver
Liloan	Gemmar Tundag
Catmon	Zenaida D. Abayon

<i>Cebu 4</i>	
Bantayan 1	Annaliza Sevillejo
Bantayan 2	Rowena B. Franco
Bogo	Josephine O. Alburo
Daan Bantayan	Genevy Dayday
Medellin	Isabelita Soriano

<i>Cebu 5</i>	
Barili	Ma. Agnes F. Cubar
Carcar	Marivic L. Ariar
Dumanjug	Hermelida D. Sagaysay
Moaibool	Fritzchelyn S. Gador
Naga 1	Mila M. Vildisola
Naga 2	Juanita V. Dolorico

<i>Cebu 7</i>	
Balamban	Genalyn Miñoza
Lutopan	Fe Criselda P. Torralba
Pinamungajan	Rosemarie Gorres
Toledo	Kessa A. Pansacala
Tuburan	Evangeline M. Lahaylahay

Masbate	
<i>Masbate 1</i>	
Masbate 1	Julia Baay
Masbate 2	Marilou Esquillo
Masbate 3	Jocelyn Bejo

<i>Masbate 2</i>	
Batuan	Kathleen A. Gelit
San Jacinto	Sarah A. Espenilla
Mobo 1	Sonny C. Dellosa

<i>Dimasalang</i>	
Uson 1	Robielyn G. Llamazares
Cawayan 2	Beverly D. Lacson
Dimasalang	Nenita Ygrubay
Palanas	Jona E. Arpon

<i>Cataingan</i>	
Cataingan	Maria L. Galupo
Placer 1	Estela Quirante
PVC	Eva Baybayon
Esperanza	Elvira R. Soria

<i>Aroroy</i>	
Aroroy 1	Ronnice T. Arevalo
Aroroy 2	Christine R. Labastida
Baleno	Lucy P. Balbuena

Negros Oriental	
<i>Negros Oriental 1</i>	
Dumaguete	Monalie F. Ebo
Sibulan	Lucia Ablay Doctora
Amlan	Stephanie Rose J. Catan
Tanjay	Judy C. Cabug-Os
Bacong	Hazel P. Sendan
Valencia	Jocelyn M. Flores

<i>Negros Oriental 2</i>	
Bais	Emma Encirto
Pamplona	Winnie D. Arabis
Manjuyod	Jannette P. Cabual
Bindoy	Ma. Cheryl H. Caygan
Ayungon	Jenie M. Medez

<i>Negros Oriental 3</i>	
Zamboanguita	Pacita G. Trumata
Siaton	Emelita Quinol
Sta. Catalina	Teresita S. Mamigo
Basay	Maricel L. Abong
Bayawan	Gina M. Vidal

<i>Siquijor</i>	
Siquijor	Ardine M. Eleo
Larena	Emma Pausal
Lazi	Jessie Duhaylungsod

<i>Cebu 6</i>	
Dalaguete	Methosela B. Ybanez
Sibonga	Ma. Genelyn Ordeniza
Argao	Criselda Retiza
Oslob	Amada N. Gubaton
Ginatilan	Delsa Anggong

Iloilo	
<i>San Jose</i>	
Bugasong	Concepcion Vio
Sibalom	Adelaida A. Cordova
San Jose Main	Maria Merle C. Sison
Hamtic	Marife V. Siesa
Dao	Leonora O. Ocario
Anini-y	Regina T. Nicolasora

<i>Miag-Ao</i>	
Miag-Ao Main	Edna T. Castro
Guimbal	Edilyn G. Geaga
Leon	Hilaria C. Ventura
Igharas	Neneth E. Eluzo

<i>Iloilo</i>	
Pavia 1 and 2	Evangeline Francisco
Mandurraio	Corazon Soluta
Dumangas	Sally Dichoson
Lapaz	Gemma A. Acuna
Arevalo	Jinky Baldove
Molo 1 and 2	Grace Hechanova
Jordan	JimJim Prudente
Iloilo Main	Tessie Nava
Buenavista	Annabelle Gabito
Oton 1 and 2	Evelyn Java

BOAT	
San Julian MPC	Liza D. Fischer

Capiz	
<i>Roxas</i>	
Roxas 1 Main	Rosine B. Aguirre
Pontevedra	Gina B. Matalubos
Panitan	Mercy B. Kollian
Roxas 3	Jennifer "Jen" Saxon
Ivisan	Catherine A. Villaruz
Maayon	Elma D. Delfin
Panay	Rose Lyn B. Avaricio
Pres. Roxas	Nilda P. Belonio
Sigma	Joy V. Arcelis
Mambusao	Genalyn Horario

<i>Estancia</i>	
Carles	Telly B. Ladio
Estancia	Rose D. Durana
Balasan	Gloria A. Anggot
Sara	Lorna L. Oro

<i>Passi</i>	
Passi Main	Lorna L. Ballos
Pototan	Imelda M. Agravante
San Enrique	Marilyn B. Barrientos
Dumalag	Honey Lea F. Ansag
Dumarao	Leonila C. Samelo

<i>Culasi</i>	
Culasi Main	Susan D. Alon
Barbaza	Merrylyn C. Tamolin
Nabas	Lucia O. Macinas
Barbaza	Rebecca Palma
Laua-An	Nenita B. Magbato
Boracay	Glenda A. Temple
Caticlan	Linda C. Manikan
Pandan	Judith Villanueva

USWAG	
Altavas	Sheila V. Malijan
Lezo	Loreta A. Tabornal
Kalibo	Sandra P. Cualing
Banga	Pepito N. Inaudito

Directory of CARD MBA Coordinators

Mindanao

Mindanao

Davao Del Norte	
<i>Davao 2A</i>	
Tagum 1	Fe L. Macias
Tagum 2	Illuminda Monreal
Kapalong	Jonalyn Pineda
Maco	Roberto Echavez
Asuncion	Leriam C. Javines
Mawab	Aleymyr M. Tumala

<i>Davao 2B</i>	
Panabo 1	Merlita O. Nocos
Carmen	Josephine T. Ocon
Tagum 3	Zenaida B. Aparece
Bunawan	Gemma T. Guerra

<i>Davao 4A</i>	
Gov. Generoso	Dorfe Pagunsan
Lupon	Leila R. Austria
Pantukan	Felisa B. Honor
San Isidro	May Flor M. Masillones

<i>Davao 4B</i>	
Manay	Nelie F. Racsa
Mati 2	Leah Borja
Caraga	Pureza Labasano
Baganga	Lorraine S. Terio

<i>ComVal</i>	
Nabunturan 1	Lita B. Gucor
Nabunturan 2	Hermogena A. Dayon
Montevista	Nida Labastera
Monkayo	Claricille L. Rosas
Maragusan	Marlyna V. Guisingmadali
Compostela	Judith B. Balaod
New Bataan	Lita P. Igong-Igong

Davao	
<i>Davao 1A</i>	
Toril	Vita S. Benabese
Calinan	Ma. Theresa U. Timbal
Matina 1	Corazon P. Reoyan
Talomo	Mirasol Sharief
Tugbok	Susan Bigno

<i>Davao 1B</i>	
Matina 2	Bernadine M. Agustin
Samal 1	Ellena Taporoc
Tibungco	Crisanta E. Garcia
Buhangin 1	Edna Dinggal
Buhangin 2	Marilou T. Duque
Samal 2	Lorna J. Omapas

<i>Davao 3A</i>	
Digos 1	Fedelina Bejoc
Digos 2	Gemma Theresa A. Roa
Sta. Cruz	Lyneth Salazar
Bansalan	Elena P. Mendoza
Matanao	Nelly E. Caparifo

<i>Davao 3B</i>	
Hagonoy	Restina N. Lanticse
Malalag	Estrella G. Fuentes
Padada	Marilou F. Matura
Sulop	Oflia Reponte
Malita	Kristtina Capuno

<i>CB Davao A</i>	
Agdao 1	Ma. Jun Gonzales
Agdao 2	Aileen C. Natividad
Agdao 4	Rose C. Abarca
Bajada	Benjie Sosmena

<i>CB Davao B</i>	
Bangkerohan 1	Gilda G. Paco
Bangkerohan 2	Edna V. Encallado
Boulevard	Sarah V. Yap
Almendras	Jasmin Rhodora Bagtasos
Bucana	Elizabeth J. Geogangco

Misamis Oriental	
<i>Bukidnon 1</i>	
Malaybalay	Babylinda L. Badilla
Valencia	Mary Ann Trasmonte
Maramag	Violeta C. Tomogol
Aglayan	Antonina C. Jamago

<i>Bukidnon 2</i>	
Quezon	Adelina T. Lansoy
Don Carlos	Oflia V. Loking
Kibawe	Rebecca T. Dolotin
Damulog	Norma Neri

<i>Misamis Oriental 1</i>	
Cagayan De Oro 2	Agrecia C. Tac-An
Cagayan De Oro 1	Tanguamos C. Davidica
El Salvador	Geraldine A. Maria Fe

<i>Misamis Oriental 2</i>	
Gusa	Gina D. Serino
Tagoloan	Saavedra Rosario
Villanueva	Valueba O. Emmalinda
Jasaan	Jocelyn Z. Rico
Balingasag	Elena D. Asis

<i>Camiguin</i>	
Mahinog	Peniza J. Eden
Catarman	Lantaca A. Teresa
Mambajao	Josephine S. Gultiano

<i>Lanao del Norte</i>	
Iligan	Ruby Rosa O. Porras
Iligan li	Serante B. Karen
Initao	Pabayon M. Berselwyn
Manticao	Marilou P. Espenilla

<i>South Cotabato A</i>	
Koronadal 1	Elaine M. Dequilla
Koronadal 2	Luzviminda E. Corpuz
Tantangan	Marylee Lizarde
Tampakan	Ma. Neda Godmaling
Tupi	Mercedes R. Espiritu

<i>South Cotabato B</i>	
Banga	Nilda Villafior
Sto. Niño	Marilou A. Borjel
Surallah 1	Bernily B. Dela Cruz
Surallah 2	Edna A. Blanca
Tboli	Teresa F. Ramos

Agusan del Sur	
<i>Agusan del Sur 1</i>	
San Francisco	Baños, Ma. Rowena G.
Bunawan	Loreta R. Daraman
Sta. Josefa	Montes, Illuminda
Trento	Mila D. Flojo

<i>Agusan del Sur 1</i>	
Talacogon 1	Songcuya, Irene
Talacogon 2	Embon, Marilyn
Bayugan 2	Letecia H. Casamayor
Bayugan 1	Jacqueline C. Alipayo
Esperanza	Irene B. Cunanan

<i>Surigao del Sur 1</i>	
Barobo	Cabigas, Elizabeth
Bislig 1	Loida T. Reveche
Liang	Thelma C. Sumagang
Lingig	Carmencia P. Avila
Hinatuan 1	Maraon, Monica
Hinatuan 2	Sapi-An, Crisanta

<i>Surigao del Sur 2</i>	
Aras-Asan	Jilma M. Mantala
San Agustin	Emeline Marticion
Tandang	Magdalena Suyman
Tago	Juliet O. Ramirez
Madrid	Ma. Susan G. Plaza
Carrascal	Lydia Lebarios

Agusan del Norte	
<i>Misamis Oriental 3</i>	
Gingoog 2	Pantaleona Bagayo Cabanos
Balingoan	Alma Cabisada Padla
Magsaysay	Merlyn Cadavero Apolinar
Medina	Marilou A. Cagalawan
Gingoog 1	Virgie Salio Estocquia
Salay	Letecia Mitchaler Galeon

<i>Agusan del Norte</i>	
Cabadbaran li	Leonora Simene Lasco
Cabadbaran I	Cristina S. Llido
Butuan 1	Helenita Lusterio Reyes
Butuan li	Adela Dingcong Pelipog
Butuan Lili	Felisa Bantugan Moral
Buenavista	Ruby Sabanal Olaguer
Nasipit	Amelyn Esclamado Quiban

<i>Surigao del Norte</i>	
Surigao	Lolita Maligmat
Placer	Vivian Plaza Comandante
Mainit	Daylinda Paramo Casana
Kitcharao	Sharie G. Latoja
San Francisco	Lolita Siez Elardo
Gigaquit	Fatima Cuyong Gumapac

<i>Dianog Island</i>	
San Jose	Evelyn A. Hilig

<i>Siargao Island</i>	
Dapa	Maybeth Gorillo Apanto
Del Carmen	Mirasol Enoya Escanan

North Cotabato	
<i>North Cotabato A</i>	
Kidapawan 1	Gina G. Nabautan
Kidapawan 2	Floramie D. Prospero
Makilala 1	Susan B. Peralta
Makilala 2	Gloria E. Dublin
Pres. Roxas	Helen G. Altamarino

<i>North Cotabato B</i>	
Kabacan	Leah H. Matullano
M'Lang 1	Ferdinandina B. Sarsua
M'Lang 2	Nelly C. Barraca
Tulunang	Chusseth D. Contayoso
Matalam	Richel L. Obra
Carmen	Corazon R. Vergara

<i>North Cotabato C</i>	
Midsayap 1	Melvin Fatima V. Tayuan
Midsayap 2	Helen C. Villaceran
Alamada	Rowena D. Morin
Libungan	Virlee D. Gonzaga
Pigcawayan	Oflia D. Valenzuela

<i>Maguindano</i>	
Cotabato 1	Evelyn V. Erlano
Cotabato 2	Ruby D. Satar
Parang	Eleanor B. Arsenio
Datu Odin	Guianesa A. Sakal

<i>Sultan Kudarat</i>	
Tacurong 1	Risma R. Dela Fuente
Tacurong 2	Analyn P. Cortel
Bulan	Onomislam Abdul
Pres. Quirino	Erlinda Narciso
Isulan	Oflia C. Maquiling

Zamboanga	
<i>Za Norte 1</i>	
Dipolog	Cheryl R. Porlas
Dapitan	Violeta N. Empeynado
Piñan	Maridel M. Bellenio
Polanco	Rosanna E. Ocupe

<i>Za Norte 2</i>	
Katipunang	Josefina O. Panama
Manukan	Maricel A. Cabrera
Sindangan	Hilda U. Sumalinog
Tampillisan	Merla B. Daarol
Liloy	Jucel F. Raji

<i>Misamis Occidental 1</i>	
Oroquieta	Melyn N. Abuhon
Aloran	Josephine V. Mandao
Calamba	Ma. Luisa A. Erasga
Jimenez	Elgin S. Cotingio

<i>Misamis Occidental 2</i>	
Clarín	Eminda S. Paredes
Tudela	Sarah E. Cambi
Bonifacio	Lorna B. Martinez

<i>ZamboSur</i>	
Molave	Gina B. Sanie
Dumalinao	Merita B. Vailoces

<i>ARMM</i>	
Bongao	Leni P. Salapuddin

<i>Lanao 2</i>	
Maigo	Audrey G. Estrada

South Cotabato	
<i>Sargen 1</i>	
Gensan 1	Shirley J. Isidro
Gensan 3	Rosemarie Teroñez
Gensan 5	Ma. Josefa S. Empal
Gensan 6	Melylor S. Del Carmen
Polomolok	Melisa T. Alipio

<i>Sargen 3</i>	
Alabel	Roselyn Villa
Glan	Rhodora A. Sison
Malapatan	Deborah Almaray
Malungon 1	Mary Jane Pactao-In

<i>Sargen 2</i>	
Gensan 2	Cresencia M. Arisgado
Gensan 4	Ma. Lanie Abucay
Kiamba	Juliet A. Briz
Maasim	Dulce L. Asentista
Maitum	Jessica L. Corpuz



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CARD MRI
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