Ayala Group Internal Auditors' Network (AGIAN) Activities

Technology Circle

Objective: To provide dynamic collaborative technology resources to facilitate interaction and sharing of knowledge among the AGIAN members.

Activities (AGIAN Web Portal)	Timeline
Formal launching of the Web Portal	2017
2nd Phase Programming Assessment	1Q
Request for Proposal	3Q
Start of 2nd Phase Programming	4Q

Learning and Development Circle

Objective: To provide continuous professional education and development opportunities through comprehensive learning programs.

Activities (Trainings)	Timeline
Data Privacy Act Training	1Q
IT Security Basics	2Q
Auditing Business Continuity Management	3Q
Effective Audit Report Writing	4Q

Stakeholder Relations Circle

Objective: To provide value-adding insights to the AGIAN on the needs and expectations of our various stakeholders.

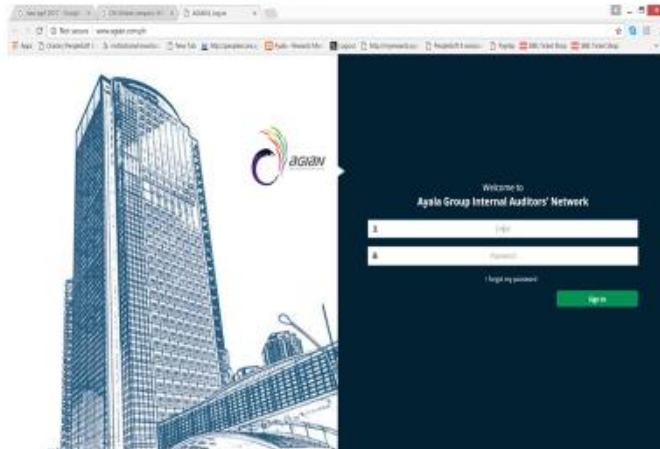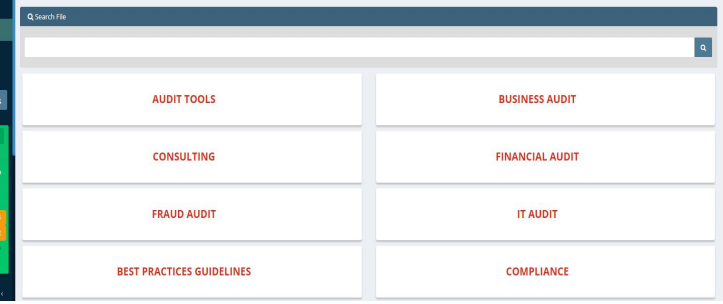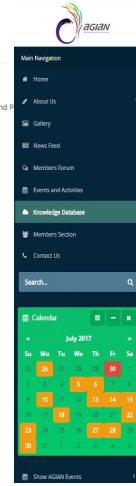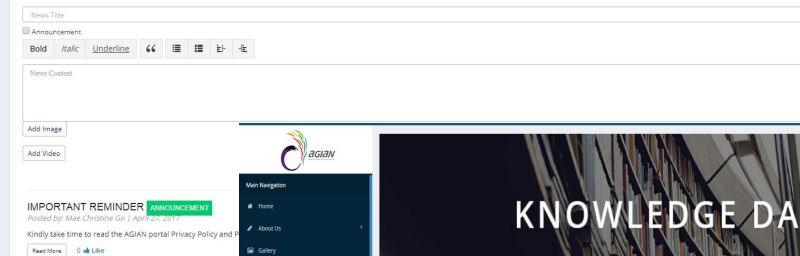| Activities (Meetings/Interviews with Stakeholders)	Timeline
CFO-CAE Forum: "Partnership in Corporate Stewardship and Driving Business Performance"	2Q
SEC-CAE Forum: "How to Beat Compliance Fatigue"	3Q
INNOVATION-CAE Forum: "New Technologies and Business Developments"	4Q

Best Practices Circle

Objective: To become a proactive source of the best-in-class internal audit practices by continually researching on leading practices and benchmarking both locally and internationally.

Activities	Timeline
Gathering of AGIAN best practices	3Q
Identification of Top 3 best practices	3Q
Roll-out and Implementation	4Q

AGIAN WEB PORTAL

AGIAN INTERNAL AUDIT MATURITY FRAMEWORK
A result of a collaboration among Ayala Group Internal Auditors

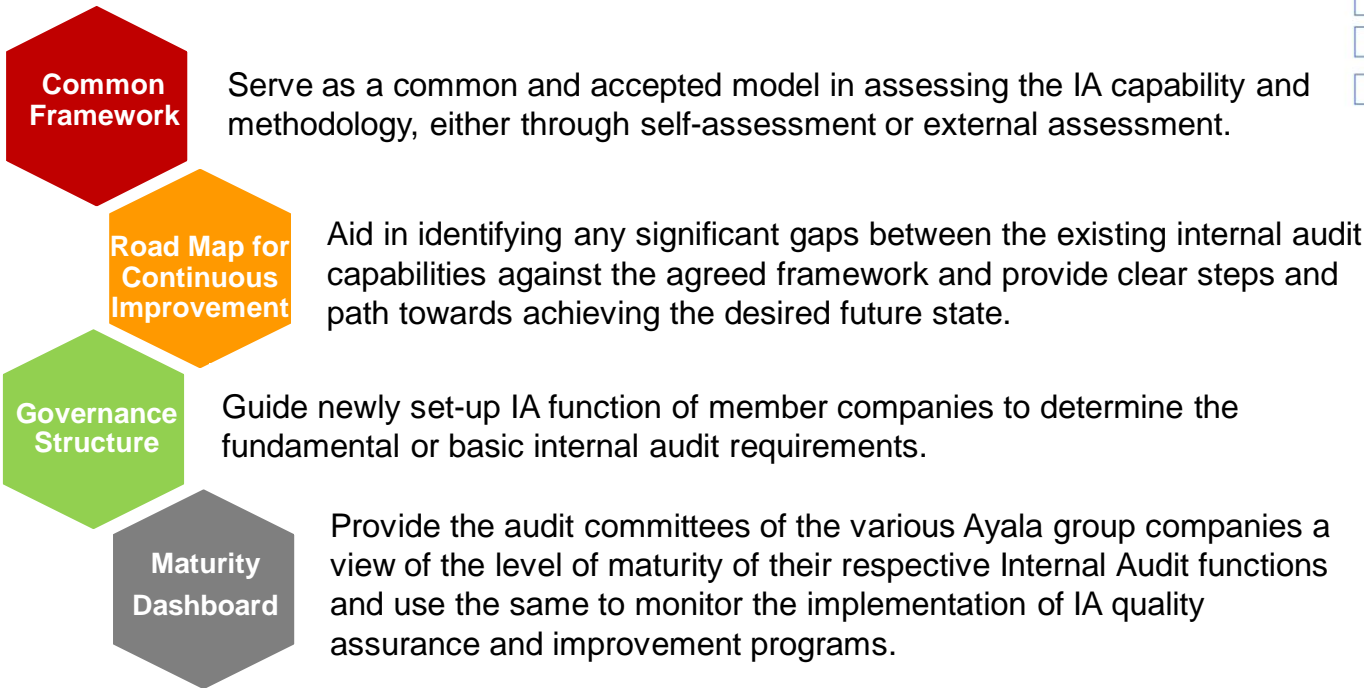Recognizing the increasing expectations of the various stakeholders from the IA functions of the Ayala Group, Ayala Corporation engaged SGV & Co. to advise **Ayala Group Internal Auditors' Network (AGIAN)** in defining an **Internal Audit Maturity Framework and Questionnaire** which the various internal audit functions can use to assess their own organizations and identify areas for improvement.

Weights allocated to components

15%
20%
20%
15%
15%
15%

Maturity Level Rating

Benefits of the Internal Audit Maturity Framework:

Common Framework — Serve as a common and accepted model in assessing the IA capability and methodology, either through self-assessment or external assessment.

Road Map for Continuous Improvement — Aid in identifying any significant gaps between the existing internal audit capabilities against the agreed framework and provide clear steps and path towards achieving the desired future state.

Governance Structure — Guide newly set-up IA function of member companies to determine the fundamental or basic internal audit requirements.

Maturity Dashboard — Provide the audit committees of the various Ayala group companies a view of the level of maturity of their respective Internal Audit functions and use the same to monitor the implementation of IA quality assurance and improvement programs.