EAGLE RIDGE

GOLF AND COUNTRY CLUB, INC.

ANNUAL STOCKHOLDERS' REPORT

OCTOBER 21, 2021

COVER SHEET

A 1 9 9 6 1 0 8 2 6

SEC Registration Number

E A G L E R I D G E G O L F A N D C O U N T R Y

C L U B , I N C .

(Company's Full Name)

B G Y . J A V A L E R A , G E N . T R I A S ,

C A V I T E

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

MARIZA SANTOS-TAN /
ANGEL M. ESGUERRA, III

Contact Person

(02) 722-5811

Company Telephone Number

(Any day in October)

1 2	3 1	**SEC Form 20-IS Definitive Information Statement**	1 0	2 1
Month	Day	FORM TYPE	Month	Day
Fiscal Year			Annual Meeting	

Secondary License Type, If Applicable

C F D

Dept Requiring this Doc

N.A.

Amended Articles Number / Section

Total Amount of Borrowings

Total No. of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document ID

Cashier

STAMPS

Remarks: Please use BLACK ink for scanning purposes

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 20-IS

**INFORMATION STATEMENT PURSUANT TO SECTION 20
OF THE SECURITIES REGULATION CODE**

1. Check the appropriate box:

   [] Preliminary Information Statement

   [√] Definitive Information Statement

2. Name of Corporation as specified in its charter: **Eagle Ridge Golf and Country Club, Inc.**

3. Province, country or other jurisdiction of incorporation or organization; Cavite**, Philippines**

4. SEC Identification Number: **A1996-10826**

5. BIR Tax Identification Code: **005-643-401V**

6. **Barangay Javalera, General Trias, Cavite** **4107**
   Address of principal office Postal Code

7. Corporation's telephone number, including area code **(046) 419-2852**

8. Date, time and place of the meeting of security holders

   Date : 21 October 2021
   Time : 2:00 p.m
   Place : Zoom Videoconferencing

9. Approximate date on which the Information Statement is first to be sent or given to security holders is on or before **September 30, 2021.**

10. **In case of proxy solicitations**

    Name of Person Filing the Statement/Solicitor: **The Management of the Corporation**
    Address and Telephone Number: Brgy. Javalera, Gen. Trias, Cavite; (046) 419-2852

11. Securities registered pursuant to Sections 8 and 12 of the Code or Sections 4 and 8 of the RSA (information on number of shares and amount of debt is applicable only to corporate registrants):

Title of Each Class	No. of Shares Outstanding Amount (As of September 7, 2021)
Class "A" Common Shares	**3,128 - Php 48.73M**
Class "B" Common Shares	**889 - Php 4.51M**
Class "C" Common Shares	**692 - Php 12.03M**
TOTAL	**4,709 - Php 65.27M**

12. Are any or all of Corporation's Securities listed with the Philippine Stock Exchange?
    Yes ______ No __√__

PART I

INFORMATION STATEMENT

This Information Statement is as of September 7, 2021, and is being furnished to stockholders of record of Eagle Ridge Golf & Country Club, Inc. (the 'Club' or the "Company" or the "Corporation" or "ERGCCI") in connection with its Annual Stockholders Meeting.

A. GENERAL INFORMATION

Item 1. Date, time and place of meeting of security holders.

The Annual Stockholders' Meeting of the Club will be held on October 21, 2021, at 2:00 o'clock in the afternoon, via Zoom Videoconferencing. The place of the meeting will be:

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
Barangay Javalera, General Trias, Cavite

The Definitive Information Statement and Proxy form will be sent to the stockholders entitled to vote as of September 7, 2021 (the "Record Date") on or before September 30, 2021 or at least fifteen (15) days prior to meeting date.

The matters to be considered and acted upon at such meeting are referred to in the Notice and are more fully discussed in this information statement.

Item 2. Dissenters' Right of Appraisal

There are no matters or proposed corporate actions included in the Agenda of the Meeting which may give rise to a possible exercise by security holders of their appraisal rights. Generally, however, in the specific instances mentioned by the Corporation Code of the Philippines, the stockholders of the Club have the right of appraisal provided that the procedures and the requirements of Title X of the Corporation Code governing the exercise of the right are complied with

Item 3. Interest of Certain Persons in or Opposition to Matters to be Acted Upon

No Director or Officer of the Club or any of their associates has any substantial interest, direct or indirect, by security holdings or otherwise, in any matter to be acted upon during the Annual Stockholders' Meeting other than their election as Director for the year 2021-2022.

No Director has informed the Club, in writing or otherwise, that he intends to oppose any action to be taken by the Club at the Annual Stockholders' Meeting.

B. CONTROL AND COMPENSATION INFORMATION

Item 4. Voting Securities and Principal Holders Thereof

As of the Record Date, September 7, 2021, the Corporation has 4,709 outstanding shares, consisting of 3,124 Class A common shares, 889 Class B common shares, and 696 Class C common shares. Under the present Articles of Incorporation and By-Laws of the Corporation, each registered owner of Class "A" Share whether a natural person or juridical entity, who is of good standing and not delinquent in the payment of his dues, shall have the right to vote in person the number of shares standing in his/its name except with respect to the election of directors where the stockholders are entitled to cumulative voting. Each shareholder shall be entitled to one vote with respect to other matters to be taken up during the annual stockholders meeting. The Corporation has not solicited any discretionary authority to cumulate votes from its stockholders.

Cumulative Voting

The election of the Board of Directors for the current fiscal year will be taken up and all stockholders have the right to cumulate their votes in favor of their chosen nominees for Director in accordance with Section 24 of the Corporation Code. Section 24 provides that a stockholder may vote such number of shares registered in his name as of the record date for as many persons as there are Directors to be elected or he may cumulate said shares and give one candidate as many votes as the number of directors to be elected multiplied by the number of his shares shall equal, or he may distribute them on the same principle among as many candidates as he shall see fit. The total number of votes cast by such stockholders should not exceed the number or shares owned by him as shown in the books of the Corporation multiplied by the whole number of Directors to be elected.

The Record Date fixed for the purpose of determining the stockholders entitled to notice of and to vote during the annual stockholders' meeting shall be September 7, 2021.

a) **Security Ownership of Certain Record and Beneficial Owners**

The following table sets forth as of September 7, 2021, the record and/or beneficial owners of more than 5% of the outstanding Common Shares of the Corporation and the amount of such record and/or beneficial ownership.

(1) Title of Class All Common	(2) Name, address of record owner and relationship with issuer	(3) Name of Beneficial Owner and Relationship with Record Owner	(4) Citizenship	(5) No. of Shares Held	(6) Percent
"A" "B" "C"	Sta. Lucia Realty & Development, Inc. G/F State Financing Building Ortigas Avenue, Mandaluyong City Affiliate of the issuer	Same with record owner	Filipino	523 shares (inclusive of 3 Founder shares (R) 201 shares (R) 148 shares (R)	11.11% 4.27% 3.14% ---------- 18.52%
"A" "B" "C"	Alsons Land Corporation Ground Floor Alsons Building 2286 Chino Roces Avenue, Makati City Affiliate of the issuer	Same with record owner	Filipino	292 shares (inclusive of 2 Founder shares (R) 102 shares (R) 85 shares (R)	6.20% 2.17% 1.81% ---------- 10.18%
"B" "C"	Equitable PCI Bank Equitable PCI Bank Towers H.V. dela Costa St. cor. Makati Ave., Makati City No relation with the issuer	Same with record owner	Filipino	47 shares (R) 49 shares (R)	1.00% 1.04% ---------- 2.04%

The shares under the name of Sta. Lucia Realty & Development Inc. shall be voted by Mr. Exequiel D. Robles and/or Mr. Vicente R. Santos and/or Ms. Mariza Santos-Tan. The shares under the name of Alsons Land Corporation shall be voted by Mr. Tomas I. Alcantara and/or Ms. Editha I. Alcantara, while the shares under the name of Equitable PCI Bank shall be represented by Messrs. Walter C. Wassmer and Marilou L. Cesario, Executive Vice President and Vice President, respectively, subject to the existing provisions of the Articles of Incorporation and By-Laws on the voting rights of Founders Shares.

b) **Security Ownership of Management**

The table sets forth as of September 7, 2021, the record or beneficial stock ownership of each Director of the Corporation and all Officers and Directors as a group.

(1) Title of Class	(2) Name and beneficial owner	(3) Amount and nature of beneficial ownership	(4) Citizenship	(5) Percent of class
"A" Common	Tomas I. Alcantara	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Exequiel D. Robles	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Editha I. Alcantara	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Mariza Santos-Tan	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Vicente R. Santos	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Benjamin R. Almario	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Eulogio M. Gomez	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Ramil L. Villanueva	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Alfredo G. Pareja	Php1,000 for 1 share (B)	Filipino	0.00%
"A" Common	Philip J. Chien	Php1,000 for 1 share (B)	Filipino	0.00%

There is no limit in the amount of shares with respect to the above-named person's right to acquire beneficial ownership, except that independent directors are not allowed to own more than 2% of the outstanding and issued shares. All the above named Directors and Officers of the Corporation are the record and beneficial owners of the shares of stock set forth opposite their names.

Voting Trust Holders of 5% or more

The Corporation is not aware of any person holding more than 5% of the shares of the Corporation under a voting trust or similar agreement.

Changes in Control

From its incorporation to date there has been no change in control of the Corporation. Neither is the Corporation aware of any arrangement which may result in a change in control of it.

Item 5. Board of Directors and Executive Officers

a) **Board of Directors and Executive Officers**

The Company's Board of Directors is responsible for the overall management and direction of the Company. The Board meets regularly or as often as required, to review and monitor the Company's financial position and operations. Each Board member serves for a term of one year or until his successor is duly elected and qualified.

As provided in the Articles of Incorporation of the Club, the Board of Directors is composed of nine (9) members who shall serve for a term of one (1) year or until there successors shall have been duly elected and qualified.

The following are the names, ages, positions and the terms and length of service of the Directors and Executive Officers of the Club.

NAME	AGE	POSITION	CITIZENSHIP	Term of Service	Length of Service
Tomas I. Alcantara	75	Chairperson	Filipino	1 year	21 years
Exequiel D. Robles	66	Director/President	Filipino	1 year	24 years
Editha I. Alcantara	73	Director/Treasurer	Filipino	1 year	24 years
Mariza Santos-Tan	63	Director/Corp Sec.	Filipino	1 year	24 years
Vicente R. Santos	64	Vice Chairman/Director	Filipino	1 year	24 years
Alfredo Pareja	67	Director	Filipino	1 year	7 years
Benjamin R. Almario	84	Independent Director	Filipino	1 year	19 years
Eulogio M. Gomez	69	Independent Director	Filipino	1 year	19 years
Ramil L. Villanueva	51	Independent Director	Filipino	1 year	13 years
Atty. Angel M. Esguerra, III	60	Asst. Corp. Secretary	Filipino	1 year	11 years
Antonio Carlos S. Ocampo	55	General Manager	Filipino	4 years	4 years
Rodolfo N. Ramirez	63	Sports & Recreation Mgr.	Filipino	Reg. Emp.	18 years

Profiles of Directors and Executive Officers

TOMAS I. ALCANTARA
Chairperson

Tomas I. Alcantara, 75, Filipino, has been the Chairman of the Corporation since July 01, 2000 and serves as such until the present time. He holds a Bachelor of Science degree in Economics from the Ateneo de Manila University, a Masters in Business Administration degree from Columbia University, USA and he attended the Advance Management Program (AMP) of the Harvard Business School. He served as President of Alsons Consolidated Resources, Inc., and several power and property development companies of the Alcantara Group.

Mr. Alcantara served as Undersecretary for the Industry and Investments Group of the Department of Trade and Industry and Vice-Chairman and Managing Head of the Board of Investments from July 1986 to March 1995 and Special Envoy of the Philippine President to the APEC in 1996.

He is the elder brother of Ms. Editha I. Alcantara.

EXEQUIEL D. ROBLES
Director / President

Exequiel D. Robles, 66, Filipino, graduated from San Sebastian College with a degree in Bachelor of Science in Business Administration. He attended seminars on management conducted by Guthrie-Jensen Consultants, Inc. (1997) and Golf Asia International in Malaysia (1992).

He has been the President and General Manager of Sta. Lucia Realty & Development, Inc. for 30 years now. He is responsible for turning Sta. Lucia Realty into a well-respected real estate developer in the country today. He is also the President of nine (9) other affiliated companies of Sta. Lucia, Sta. Lucia East Cinema Corporation since December 1990, Sta. Lucia Waterworks Corporation since November 1990, Sta. Lucia East Commercial Corporation since February 1991, Sta. Lucia East Bowling Center, Inc. and Sta. Lucia East Department Store since October 1993, Valley View Realty and Development Corporation since February 1983, RS Maintenance & Services, Inc. since July 1989, Rob-San East Trading Corporation since February 1991 and RS Night Hawk Security and Investigation Agency since March 1992.

He is the first cousin of Mr. Vicente R. Santos and Ms. Mariza Santos-Tan.

He has been a Member of the Board since 1997 and served as its President since March 1998.

EDITHA I. ALCANTARA
Director / Treasurer

Editha I. Alcantara, 73, Filipino, has served as Director of the Company since 1997 until the present time, and has been its Treasurer since 2000. She holds a Business Administration degree from Maryknoll College and a Masters in Business Administration degree from Boston College. Ms. Alcantara has been the President of C. Alcantara and Sons, Inc. since 1992. She has served as Director in other companies of the Alcantara Group since 1980 and Treasurer since October 2000.

Ms. Alcantara has also been a Trustee of the Philippine Business for the Environment since July 1995; Board Trustee of Miriam College since December 1998; and Adviser to the Board of Director of the Philippine Wood Producers Association, Director and Treasurer of Music Museum Group Inc. since may 1991 and Allegro Resources, Inc. since May 1997.

She is the younger sister of Mr. Tomas I. Alcantara.

MARIZA SANTOS-TAN
Director/Corporate Secretary

Mariza Santos-Tan, 63, Filipino, earned a Management degree from San Sebastian College. She has been the Vice-President for Sales of Sta. Lucia Realty for 26 years. She is responsible for developing sales strategies for residential, commercial and golf development projects of the Sta. Lucia. She also heads the sales department of Valley View Realty and Development, Inc. since February 1983. She is also the Corporate Secretary of Sta. Lucia's affiliated companies which consist of Sta. Lucia East Cinema Corporation since December 1990, Sta. Lucia Waterworks Corporation since November 1990, Sta. Lucia East Commercial Corporation since February 1991, Sta. Lucia East Bowling Center, Inc. and Sta. Lucia East Department Store since October 1993, RS Maintenance & Services, Inc. since July 1989, Rob-San East Trading Corporation since February 1991, Treasurer of Sta. Lucia Land Inc. since 2009 and Vice Chairman of Manila Jockey Club since 2003

She is the sister of Mr. Vicente R. Santos and the first cousin of Mr. Exequiel D. Robles.

She is presently a member of the Board and serves as its Corporate Secretary since 1997.

VICENTE R. SANTOS
Vice Chairman/Director

Vicente R. Santos, 64, Filipino, earned a Management degree from San Sebastian College. He has been the Executive Vice-President of Sta. Lucia Realty Development Inc., for 26 years. He oversees the day-to-day operations of the Company and its projects. He is also Chairman of the Board of affiliate companies Sta. Lucia Land and Board of Director of National Golf Association of the Philippines and Federation of Private Golf Clubs. He is the Chairman of the Board of Orchard Golf & Country Club since 2006. He has been the President of Acropolis North since 2003. He has been the Corporate Secretary of Lakewood Cabanatuan since 2005.

He is the first cousin of Mr. Exequiel D. Robles and the brother of Ms. Mariza Santos-Tan.

He has been a Member of the Board since 1997.

ALFREDO G. PAREJA
Director

Alfredo G. Pareja, 67, Filipino, holds a BS degree in Nursing from St. Anne's College of Nursing. UST supervised in 1977. Worked as Medical Officer in Philiipine-Singapore Ports Corporation, Jeddah, KSA from November 1977 to 1980. He served as a Hospital Administrator at the same Institute from 1980 to1983. He joined the U.S. Navy and became Medical Corpsman of the United States Marine Corps.

He retired from the service on 2005. Further, Interviewer for the California Department of Social Services in 2005 to 2013.

He joined the club as a Director in October 23, 2014.

ATTY. ANGEL M. ESGUERRA, III
Assistant Corporate Secretary

Atty. Angel M. Esguerra III, 60, Filipino, was appointed as the Assistant Corporate Secretary of the Company on October 22, 2010. He is a member of the Philippine bar and obtained his Bachelor of Arts degree in Economics and Law degree from the University of the Philippines. Mr. Esguerra practiced with several firms and was internal counsel to a trans-national energy company with power plants in the Asia-Pacific region, and served as the corporate secretary of its Philippine subsidiaries such as Batangas Power Corp. and Subic Power Corp.

In June of 2010, he joined the Alcantara Group as head of its Legal Services department and now serves as the Corporate Secretary of the group's other companies.

ANTONIO CARLOS S. OCAMPO
General Manager

Mr. Antonio Carlos Ocampo, 55, Filipino, has been in the Golf industry for more than 20 years. He is a professional Rules Official and Tournament Director for the Asian PGA, Davidoff Tour, Omega Tour, Asian Tour, Asean PGA, One Asia and the Local Tour and has handled more than 250 International and local professional golf events as the Tournament Director and Rules Official. He is an accredited Golf Course rater (USGA) and also worked with IMG as the Tournament Director for Asia. He has managed hundreds of corporate and amateur golf events.

He is presently managing the Eagle Ridge Golf and Country Club (ERGCC) and came from Valley Golf and CC (GM). His expertise in golf comes in handy to ensure that the Club and its members are fully satisfied in all the services that are rendered by the club.

RODOLFO N. RAMIREZ
Sports and Recreation Manager

Mr. Rodolfo Ramirez, 63, Filipino, has a degree in Bachelor of Science in Mechanical Engineering from Mapua Institute of Technology. He had been the Sports and Recreation Manager of Royale Tagaytay Country Club from 1996 to 2002 and became the Resident Manager for Morocco Beach Resort & Country Club a year thereafter. He joined the Club in August 2003 as Sports and Recreation Manager.

Elections of Directors

The Directors of the Company elected at the Stockholders' Meeting are to hold office for one (1) year or until their respective successors have been duly elected and qualified. The Board of Directors has no reason to believe that any of the aforesaid nominees will be unwilling or unable to serve if elected as a director.

The following five (5) nominees to the Board of Directors - Messrs. Tomas I. Alcantara, Exequiel D. Robles, Vicente R. Santos, and Mesdms. Editha I. Alcantara and Mariza Santos-Tan - were nominated to the Directorship for the coming Annual Stockholders Meeting by the Election Committee pursuant to Article VII, Section 2-C of the Amended By-Laws. The Members of the Election Committee are disqualified from running for any elective office.

The following is the official list of nominees for Board of Directors and Independent Directors:

NOMINEES	PERSONS NOMINATING
FOR DIRECTORS:	
ALCANTARA, Editha I.	Election Committee
ALCANTARA, Tomas I.	Election Committee
ROBLES, Exequiel D.	Election Committee
SANTOS, Vicente R.	Election Committee
SANTOS-TAN, Mariza R.	Election Committee
PAREJA, Alfredo G.	Del Rosario, Raymundo A.
INDEPENDENT DIRECTORS:	
ALMARIO, Benjamin R,	Robles, Exequiel D.
VILLANUEVA, Ramil L.	Chien, Philip/ Ang, Jeric A.
CHIEN, Philip J.	Villanueva, Ramil L.

The write-up of the Nominees for the position as regular Board of Directors is set forth in the foregoing section on the Board of Directors. The write-up of all Independent Directors and their respective background and qualifications, are stated hereunder:

BENJAMIN R. ALMARIO

Benjamin R. Almario, 84, Filipino**,** had finished law at the Ateneo de Manila University in 1961. He was the Import-Export Manager of Alsons Cement Corporation from 1999 to 2001. He was responsible for the importation of clinker and cement manufactured by the plant that could not be sold in the domestic market. He was also the General Manager of Alsons International Inc. from 1992 to 1998. He was responsible for the sourcing, importation and profitable marketing of cement, clinker, and cement related products. He is also Corporate Secretary of Stoneworks Specialist International Corporation.

He joined the club as an Independent Director in December 2002.

RAMIL L. VILLANUEVA

Ramil L. Villanueva, 51, Filipino, graduated from the Polytechnic University of the Philippines with the degree in Bachelor in Information Technology in 1992. He also attended several Leadership and Management programs such as the “Top Management Course on Corporate Entrepreneurship” at the Asian Institute of Management (AIM) and the “Program on Corporate Management for Southeast Asia” at the Association of Overseas Technical Scholarship (AOTS) in Nagoya, Japan.

Presently, he is a Director and the Vice President for Strategic Planning at New Business of Advanced World Systems, Inc. (AWS). Mr. Villanueva also serves as a member of the Board of Directors of the following Corporation: Advanced World Solutions, Inc., Alsons/AWS Information Systems, Inc. (AAISI) and ADTEX-Philippines, Inc.

Prior to his current position, Mr. Villanueva served as Vice-President for Operations of Alsons/AWS Information Systems, Inc. from March 1997 to March 2002.

He joined the Club as an Independent Director in October 2008.

PHILIP J. CHIEN

Philip J. Chien, 73, Filipino, earned a Masters in Business Administration degree from University of the East and studied Senior Executive in National and International Security in Harvard Kennedy School. Mr Chien is currently the President & CEO of esteemed companies such as: Global Satellite Technology Services Inc., G. Telecoms Inc., One Media Network Inc. and First Global Technopark.

Currently, he is also the Chairman & CEO of First Global Conglomerates, Inc.

Mr. Chien also holds executive positions in organizations linked to government institutions such as: Consul General in the Republic of Botswana, Commodore of the Philippine Coast Guard Auxiliary, Chairman of the Foreign Chamber Council of the Philippines, Inc. and Chairman Emeritus of the Taiwan Chamber of Commerce and Industry in the Philippines.

Justification from the Board of Directors on the Re-nomination of the Independent Directors

The Securities & Exchange Commission, in its Code of Corporate Governance, recommends that the Independent Directors of the Board of Directors of the Company serve for a maximum cumulative term of only nine (9) years reckoned from 2012. The same Code, however, states that if the Company wants to retain Independent Directors, the Board should provide meritorious justification, and seek shareholders' approval during the annual shareholders' meeting.

By October 2021, the three (3) Independent Directors of the Board, Messrs. Benjamin R. Almario, Ramil L. Villanueva, and Eulogio M. Gomez, would have served as Independent Directors for nine (9) years since October of 2012.

The Company seeks to retain two (2) Independent Directors, Messrs. Benjamin R. Almario, and Ramil L. Villanueva, for the 2021- 2022 term, and hereby provides meritorious justification for such retention. The Board will seek shareholders' approval of such retention at the annual shareholders' meeting on October 21, 2021.

Proposals

(A) From the Nomination and Election Committee

The Committee, without the participation of Mr. Almario who is a member thereof, has opined that the justifications for the retention of the two (2) Independent Directors for the 2021-2022 term is meritorious, and proposes that the two (2) be nominated for re-election to the Company's Board of Directors at the annual shareholders' meeting on October 21, 2021.

(B) From the Board of Directors

The Board of Directors, without the participation of the two (2) Independent Directors who are members thereof, also proposed the retention and re-election of the two (2) Independent Directors for the 2021-2022 term.

The Board is prepared to present the meritorious justification for the retention of the two (2) Independent Directors, as set forth herein, to the shareholders at their annual shareholders' meeting on October 21, 2021.

Nomination and Election of Independent Directors

In compliance with SRC Rule 38, which provides for the guidelines on the nomination and election of independent directors, a Nomination Committee was created with the following members:

1. Vicente R. Santos - Director/ Committee Chairman
2. Benjamin R. Almario - Independent Director / Member
3. Mariza Santos-Tan - Director / Member

FAMILY RELATIONSHIPS OF DIRECTORS AND OFFICERS

Mr. Tomas I Alcantara (Chairperson of the Board of Directors) is the elder brother of Ms. Editha I. Alcantara (also a Director).

Mr. Exequiel D. Robles (President of ERGCCI) is the first cousin of the Corporate Secretary, Ms. Mariza Santos-Tan (also a Director) and the Vice Chairman, Mr. Vicente R. Santos (also a Director).

PENDING LEGAL PROCEEDINGS

None of the Directors and Officers was involved in any bankruptcy proceedings as of September 7, 2021 and during the past six years. Neither have they been convicted by final judgment in any criminal proceedings or have been subject to any order, judgment or decree of competent jurisdiction, permanently or temporarily enjoining, barring, suspending, or otherwise limiting their involvement in any type of business, securities, commodities or banking activities, nor found in action by any court or administrative bodies to have violated a securities or commodities law.

SIGNIFICANT EMPLOYEES

There are no persons other than the Executive Officers that are expected by the Company to make a significant contribution to the business.

CERTAIN RELATIONS AND RELATED TRANSACTIONS

In the normal conduct of business, aside from transactions disclosed in the audited financial statements, the Company has not in the last two (2) years, been a party to any transaction or proposed transaction, in which any Director, Executive Officer or nominee for election as a Director of the Club or any security holder owning 10% or more of the securities or any member of the immediate family of such persons, had a direct or indirect material interest.

The Club grants advances to joint venture partners. These advances earn interest at rates equivalent or higher than the effective rates offered by a bank.

The Company has no parent company holding or controlling more than 50% of its outstanding capital stock. However, the following corporations separately own and control substantial shares in the Company: Sta. Lucia Realty & Development, Inc. -18.52%; Alsons Land Corporation – 10.18%; and Equitable PCIBank (now Banco de Oro) – 2.04%.

Other related party transactions are indicated in the Club's Financial Statements for the year ended December 31, 2020 and in the Interim Financial Statements ending June 30, 2021.

DISAGREEMENT WITH DIRECTOR

None of the Club's Directors has resigned or declined to stand for re-election to the Board of Directors because of a disagreement with the Company or any matter relating to the Company operations, policies or practices.

Item 6. COMPENSATION OF DIRECTORS AND EXECUTIVE OFFICERS

The following is a summary of the aggregate compensation paid or accrued during the last two years, i.e. 2019 and 2020 as well as compensation to be paid in the ensuing calendar year 2021 to the Club's

General Manager and three (3) Officers individually named, and to all other Officers and Directors of the Club as a group:

Name of three (3) Officers/Designation:

1. Rodolfo Ramirez/Sports Director
2. Angeline Joy Esquibel/HR Manager
3. Richard Banghero/Finance Manager

SUMMARY COMPENSATION TABLE

	YEAR	SALARY (Php)	BONUS (Php)
A. Chief Operating Officer			
Antonio Carlos Ocampo	2021 (Est.)	1,260,000.00	0.00
General Manager	2020	1,260,000.00	0.00
	2019	1,260,000.00	0.00
B. Three Most Highly Compensated Executive Officers			
Rodolfo Ramirez	2021 (Est.)	520,000.00	0.00
Sports Director	2020	520,000.00	0.00
	2019	520,000.00	0.00
Angeline Joy Esquibel	2021 (Est.)	494,000.00	0.00
HR Manager	2020	494,000.00	0.00
	2019	494,000.00	0.00
Richard Banghero	2021 (Est.)	450,000.00	0.00
Finance Manager	2020	450,000.00	0.00
	2019	450,000.00	0.00
C. All Other Officers and Directors	2021 (Est.)	1,137,500.00	0.00
As a group unnamed	2020	1,137,500.00	0.00
	2019	1,137,500.00	0.00

During the last three (3) years, 2019, 2020 and 2021, the Club has not paid any compensation to the Directors except a per diem of Php10,000.00 for every meeting of the Board attended by the Directors. Board Resolution No. 2000/1-04 also provides that the Board of Directors shall be given signing privilege in the amount of Php5,000.00 per month on food and beverage only and to bring one flight of players per month without the payment of green fees. Likewise, the incumbent Board of Directors is exempted from the payment of monthly dues under the Board Resolution No. 2008/111-03.

Item 7. INDEPENDENT PUBLIC ACCOUNTANTS

Sycip, Gorres, Velayo and Co. (SGV), the Company's external auditor, will be nominated and recommended to the stockholders for reappointment as external auditor for the year 2021-2022. Representatives of the said firm will be present at the Annual Stockholders' Meeting to respond to appropriate questions or make a statement if they so desire and to validate the election results of the Club's Board of Directors.

There was no event where SGV and the Club had any disagreement with regard to any matter relating to accounting principles or practices, disclosures of financial statements or auditing scope or procedure.

In compliance with the Revised SRC Rule 68 (3) (b) (ix) on the Rotation of External Auditors, SGV complies with the provisions on long association (including partner rotation) as prescribed in the Code of Ethics of Professional Accountants in the Philippines (the Code of Ethics). Under the Code of Ethics, the engagement partner (and any engagement quality reviewer or other key audit partner) shall not act in that role or a combination of such roles for a period of more than seven (7) years (time-on years). On the other hand, the Code of Ethics does not specifically prescribe a maximum number of time-on years relating to long association provision. The Club engaged Mr. Juanito A. Fullecido (for the years 2010, 2011 and 2012), Roel E. Lucas (for year 2013 & 2014), Maria Pilar B. Hernandez (for years 2015, 2016 and 2017) and Manolito R. Elle (for year 2018, 2019 and 2020) for the examination of the Company's financial statement.

The Club has maintained SGV as its principal public accountant to audit the financial statements through the years. SGV has not expressed any intention to resign as the Club's principal public accountant nor has it indicated any hesitance to accept re-election after the completion of their last audit.

The Members of the Audit Committee of the Club are as follows:

1. Ramil L. Villanueva - Chairman (Independent Director)
2. Editha I. Alcantara - Member
3. Mariza Santos-Tan - Member

EXTERNAL AUDIT & AUDIT RELATED FEES

The fees billed for each of the last two (2) years for professional services rendered by SGV are as follows:

(a) Audit of the registrant's annual financial statements or services that are normally provided by the external auditor in connection with the statutory and regulatory filings or engagements for the years ended December 31, 2019 and 2020 were Php400,000 and Php370,000 respectively.

(b) No tax fees for the years ended December 31, 2019 and 2020 were billed.

(c) No other fees were billed on the service rendered by SGV that falls under this category.

CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURES

There were no disagreements with the Club's principal accountants as to any matter of accounting principles or practices, financial statements' disclosure, or auditing scope or procedure.

Item 8. Compensation Plans

There is no action to be taken at the Annual Meeting of the Stockholders on October 21, 2021 with respect to any bonus, profit sharing or other compensation plan, contract or arrangement, and pension or retirement plan, in which any director, nominees for elections as a director, or executive officer of the Club will participate.

C. ISSUANCE AND EXCHANGE OF SECURITIES

Item 9. Authorization or Issuance of Securities

There will be no action to be taken during the annual meeting with respect to authorization or issuance of securities.

Item 10. Modification or Exchange of Securities

No action will be taken at the annual meeting that will result in modification or exchange of securities.

Item 11. Financial and Other Information

The Company's Management's Discussion and Analysis or Plan of Operations and Financial Statements for the year ended December 31, 2020 are attached hereto as **Annexes "A"** and **"B"** respectively. Also attached, is the Club's Interim Financial Statements as of and for the period ending June 30, 2021 for reference.

Item 12. No Actions to be Taken on Mergers, Consolidations, Acquisitions and Similar Matters

No action will be taken at the Annual Stockholders' Meeting with respect to any merger or consolidation involving the Club, the acquisition by the Club of another entity, on-going business or of all the assets thereof, the sale or other transfer of all or any substantial part of the assets of the Club, or the liquidation or dissolution of the Club.

Item 13. No Action to be Taken on Acquisition or Disposition of Property

No action will be taken at the annual meeting with respect to any acquisition or disposition of property by the Club requiring the approval of the stockholders.

Item 14. No Action to be Taken on Restatement of Accounts

No action will be taken at the annual meeting with respect to any restatement of any asset, capital or surplus account of the Club.

D. OTHER MATTERS

Item 15. Actions with respect to Reports

Actions to be taken will constitute the reading and approval of the minutes of October 22, 2020 Annual Stockholders Meeting, approval of the report for the year ending December 31, 2020 and ratification of all acts, proceedings and resolutions of the Board of Directors and Executive Committee and the acts of the Officers and Management. The minutes of the Annual Stockholders' Meeting held on October 22, 2020 and the relevant resolutions approved by the Board of Directors for ratification of the stockholders are attached hereto as **Annexes "C"** and **"D"**.

The Management Report, which summarizes the acts of management for the year 2020, is included in the Club's Annual report to be sent to the stockholders together with this Information Statement and shall be submitted for approval to the stockholders at the said meeting. The approval of the Management Report will constitute approval and ratification of the acts of Management and the Board of Directors for the past year.

Item 16. Matters not required to be submitted

No action is to be taken with respect to any matter, which is not required to be submitted to a vote of the stockholder.

Item 17. Amendment of Charter, By-Laws or Other Documents

SEC Memorandum Circular No. 6, Series of 2014 directs all corporations and partnerships whose articles of incorporation or article of partnership indicate only a general address as their principal office address, such that it refers only to a city, town or municipality, or "Metro Manila", to file an amended articles of incorporation or amended articles of partnership in order to specify their complete address, such that, if feasible, it has a street number, street name, barangay, city or municipality, and if applicable, the name of the buildings, the number of the building, and name or number of the room or unit.

In compliance with the Securities and Exchange Commission ("SEC") Memorandum Circular No. 6, Series of 2014, the Board of Directors will recommend to the stockholders the amendment to the Third Article of the Articles of Incorporation of the Company to change its principal office address from Municipality of General Trias, province of Cavite to Brgy. Javalera, General Trias, Cavite, Philippines; (the "Proposed Amendment').

As proposed to amend the Article III of its Article of Incorporation, it will read as follows:

Third – The principal office of the Corporation is located at the Main Clubhouse, Eagle Ridge Golf & Country Club, North Boulevard, Brgy. Javalera, General Trias, Cavite, Philippines;

Item 18. Other Proposed Action

The following are the other matters to be taken during the Annual Stockholders' meeting:

a. Approval of the audited financial statements of the Club for the calendar year ended December 31, 2020;
b. General ratification of the acts and resolutions of the Board of Directors from October 22, 2020 to June 10, 2021;
c. Appointment of external auditors for calendar year ending December 31, 2021; and
d. Approval of Lifetime Membership Program.

The above items are part of the agenda of the annual meeting of the Club to be held on October 21, 2021. The audited Financial Statements refer to financial operations, Balance Sheet and Income Statement of the Club for the calendar year ended December 31, 2020. The general ratification of the acts of the Board and management refer to the approval by the stockholders of the resolutions passed and the matter acted upon, as the case may be, by the Board and Management relating to the operations of the Club, manpower related decisions/approval and approval of reports. The Club will also ask the stockholders to approve its Lifetime Membership Program which will honor and grant lifetime membership to its regular members in good standing, who are at least 75 years old, and who have been members for at least twenty (20) or twenty-five (25) consecutive years, subject to other conditions.

Item 19. Voting Procedures

Summary of Voting Matters and Voting Procedures

(a) **Summary of Matters to be presented to Stockholders**

The Annual Stockholders' Meeting on October 21, 2021 was called in order to seek Stockholders' ratification and approval of the minutes of the October 22, 2020 Annual Stockholders Meeting, the President's Report for the year ending December 31, 2020, Acts of Management, Election of Directors, and Appointment of External Auditors.

(b) **Registration**

Only shareholders as of September 7, 2021, the record date, will be recognized and allowed to attend, and/or vote, by proxy or by remote communication, in the Annual Meeting. To validate the shareholders' identities, and ensure that only the legitimate shareholders of record, or their authorized representatives, can participate in the said Annual Meeting, the shareholders of record who wish to attend the virtual meeting must email their request to attend to members.relation@eagle-ridge.com.ph not later than the close of business hours on 14 October, 2021. The Company will validate the requests, and the proxies, and email the shareholders, and proxy holders, instructions on how to access the virtual meeting.

Before proceeding with the registration, the shareholders will be asked for their consent so the Company can process, release and retain their personal information for its legitimate purposes and for a waiver of some data privacy rights. Only holders of Class A shares may vote in the election of the members of the Board of Directors. The shareholders will be asked to submit their votes at least one day before the day of the Annual Meeting, 20 October 2021, to allow sufficient time for the Company to tally their votes.

Shareholders attending this Annual Meeting who want to ask any question, make any motion, or present any resolution, should email to the Company their questions, motions, or resolutions not later than the close of business of 18 October 2021. After all the reports have been presented, the Officers will answer as many of the questions emailed to the Company as time will allow. The Officers will also address the proper motions, and relevant resolutions, if time permits.

(c) **Voting Procedures**

(1) Election of Board of Directors:

(A) Each registered owner of Class "A" share, whether a natural person or juridical entity, who is of good standing/non-delinquent in the payment of his/its dues, shall have the right to vote in the number of shares, standing in its/his name. The nine (9) candidates with the most number of votes shall be declared elected (Article VII, Section 3 (d) of Amended By-laws).

(B) Election Procedures

(1) **Preparation of Official Ballot.** The Election Committee shall order the printing or mimeographing of as many official ballots as there are certificates of ownership, authorized to vote. The official ballots shall contain, in alphabetical order, the names of the candidates who have accepted their nomination, in accordance with Article VI, Section 2c. The said ballots shall be numbered consecutively and sent to each voting member in good standing at least 15 days before the annual meeting.

The notice of call shall state the date, the time, the place and the agenda to be taken in the meeting.

The committee shall send out all ballots and election materials either by mail or special messenger or allow the members of their representative with written authority to pick up the ballots. It is incumbent upon the election committee to verify that the signatures in the authority to pick up ballots tally with the records of the Club. Anyone who has not received his ballots must personally attend on the day set for the election and upon his certification that he has not received the ballot, -a replacement ballot will be issued.

(2) **Manner of Voting.** Each member authorized to vote, shall cast his vote by placing an (x) and affixing his signature opposite the name of each candidate he wishes to vote for and shall place his ballot inside a sealed envelope prior to the casting of the same. The envelope may be then delivered to the Club Secretary or dropped in a ballot box prescribed for the purpose or a scanned copy of the ballot may be emailed to members.relation@eagle-ridge.com.ph not later than the close of business on 20 October 2021. An acknowledgment of receipt of the ballot shall be issued or emailed to the concerned member.

(3) **Election Inspectors.** The Chairman of the meeting shall, at each annual meeting, appoint two persons to act as Inspectors of election at said meeting of members.

(4) **Canvassing.** Before the meeting closes, the election committee shall convene to canvass the election returns. Any protest regarding the conduct of the elections must be made before the start of the canvass. Any protest connected with the canvassing must be made before the proclamation of the winning candidates. Protests may be verbal but must be recorded by the Election Committee, which must forthwith make a ruling. In case of a tie, the Election Committee shall break the tie by a drawing of lots. (Article VII, Sec. 3(e) 1-4 Amended By-Laws)

(2) For all other acts and election of external auditors:

(A) Majority of the stockholders attending or represented in the meeting where quorum is present may transact business and approve resolutions. To constitute quorum to transact business, 20% of all shares must be present or represented. (Article VI, Section 7 and Article XVI, Section 1 of Amended By-Laws).

(3) All the votes made for the matters to be discussed and resolved in the Shareholders Meeting will be validated by the Office of the Corporate Secretary.

PART II
PROXY FORM
EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.

Item 1. Identification

This Proxy is being solicited for and on behalf of the Management of the Corporation. The Chairman of the Board of Directors or, in his absence, the President of the Corporation will vote the proxies at the Annual Meeting of the Stockholders to be held on October 21, 2021.

Item 2. Instructions

(a) The Proxy must be duly accomplished by the stockholder of record as of Record Date. In case of a stockholder that is a corporation or a partnership, the proxy must be accomplished by the officer or agent that is duly authorized to do so by virtue of an appropriate corporate or partnership resolution.

(b) Duly accomplished proxies may be submitted personally to the Office of the Corporate Secretary of the Corporation, emailed to members.relation@eagle-ridge.com.ph, or mailed at the address stated below, not later than October 11, 2021:

The Corporate Secretary
Eagle Ridge Golf and Country Club, Inc.
Barangay Javalera, General Trias, Cavite

(c) In case of a Corporate Stockholder, the proxy must be accompanied by a Corporate Secretary's certificate quoting the board resolution authorizing the relevant corporate officer to execute the Proxy for the Corporate Stockholder.

(d) In case of shares of stock owned jointly by two or more persons, the consent of all co-owners must be necessary for the execution of the Proxy. For persons owning shares in an "and/or" capacity, any one of them may execute the Proxy.

(e) Validation of proxies will be conducted by the Corporate Secretary on October 15, 2021 at 5:00 p.m. at the principal office of the Corporation at Barangay Javalera, Gen. Trias, Cavite.

(f) Unless otherwise indicated by the Stockholder, a Stockholder shall be deemed to have designated the Chairman of the Board of Directors, or in his absence, the President of the Corporation, as his Proxy for the Annual Stockholders Meeting to be held on October 21, 2021.

(g) If the number of shares of stock is left in blank, the Proxy shall be deemed to have been issued for all of the Stockholder's shares of stock in the Corporation as of Record Date.

(h) The manner in which this Proxy shall be accomplished, as well as the validation hereof shall be governed by the provisions of SRC Rule 20.5.

(i) The Stockholder executing the proxy shall indicate the manner by which he wishes the Proxy to vote on the matter below by checking the appropriate box. Where the boxes (or any of them) are unchecked, the Stockholder executing the Proxy is deemed to have authorized the Proxy to vote for the matter.

The Undersigned hereby appoints:

(a) The Chairman of the Board of Directors of Eagle Ridge Golf and Country Club, Inc. or in his absence, the President of Eagle Ridge Golf and Country Club, Inc., or in their absence,

(b) ______________________________as his/her/its Proxy to attend the above annual meeting of the stockholders of Eagle Ridge Golf and Country Club, Inc. and any adjournment or postponement thereof, and thereat to vote all shares of stock held by the undersigned as specified below and on any matter that may properly come before said meeting.

Item 3. Revocability of Proxy

Any Stockholder who executes the proxy enclosed with this statement may revoke it at any time before it is exercised. The Proxy may be revoked by the stockholder executing the same at any time by submitting to the Corporate Secretary a written notice of revocation not later than the start of the meeting, or by attending the meeting in person and signifying his intention to personally vote his shares. Shares represented by an unrevoked Proxy will be voted as authorized by the Stockholder.

Item 4. Persons Making the Solicitation

The solicitation is made by the Management of the Corporation. No Director of the Corporation has informed the Corporation in writing that he intends to oppose an action intended to be taken up by the Management of the Corporation at the Annual Stockholders Meeting. Solicitation of proxies shall be made through the use of mail or personal delivery. The Corporation will shoulder the cost of solicitation.

Item 5. Interest of Certain Persons in Matters to be Acted Upon

No Director, Officer, or Associate of any of the foregoing, has any substantial interest, direct or indirect, by security holdings or otherwise, on the matter to be acted upon at the Annual Stockholders' Meeting to be held on October 21, 2021.

RULES AND REGULATIONS GOVERNING THE CONDUCT OF THE ANNUAL STOCKHOLDERS' MEETING AND ELECTION OF DIRECTORS OF EAGLE RIDGE GOLF & COUNTRY CLUB, INC.

I. COMPOSITION OF THE COMMITTEE

1. The Election Committee (the "Committee") shall be composed of:

Mr. Carlito Quiogue	-	Chairman
Mr. Lauro Celestino	-	Vice Chairman
Mr. Augusto Velayo	-	Member
Mr. George Samonte	-	Member
Mr. Joselito Maghirang	-	Member

II. ACTIONS OF THE COMMITTEE

1. The powers granted to the Committee may be exercised by it only as a collegial body and no individual member thereof is vested with such powers.
2. A majority of the Committee shall constitute a quorum to transact business. The acts and decisions of the Committee shall be taken only upon a majority vote of those constituting a quorum.

III. POWERS AND FUNCTIONS OF THE COMMITTEE

1. The Committee shall have the following powers and functions:

   a. Oversee the conduct of the election of Directors and to act on all matters that will ensure the orderly conduct of the election and proclamation of winners;
   b. Coordinate with the Secretariat and cause the preparation of a list of eligible voters and post the same at the Clubhouse Bulletin Board;
   c. Nominate five (5) candidates for Directorship [1]*(Section 3 (c), Article VII of By-Laws);*
   d. Call for and accept nominations in writing for directorship from all Regular members-stockholders entitled to vote *(Section 3 (c), Article VII);*
   e. Finalize the Official List of Candidates and post the same at the Clubhouse Bulletin Board at least thirty (30) days before the elections *(Section 3 (c), Article VII);*
   f. Ensure that the Official List of Candidates is attached to the Notice of Annual Stockholders' Meeting;
   g. Order the printing or mimeographing of as many Numbered Official Ballots as there are outstanding certificates of ownership *(Section 3 (e)(1), Article VII);*
   h. Ensure that the Official Ballots shall be sent to all members-stockholders at least fifteen (15) business days before the election (Section 3 (e) (1), Article VII);
   i. Coordinate with the Secretariat and cause the posting of a notice at the Clubhouse Bulletin Board to the effect that:
      "Anyone who has not received his ballot must personally attend on the day set for election and upon his certification that he has not received his ballot, a replacement ballot shall be issued." *(Section 3 (e)(1), Article VII);*
   j. Collect, tally and canvass the ballots;
   k. Decide on all contests relative to the collection, tallying and canvassing of ballots;
   l. Cause the proclamation of the nine (9) candidates receiving the highest number of votes as the duly elected members of the Board of Directors; and
   m. Such other powers and functions as the Board of Directors may confer upon it.

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[1] Unless otherwise specified, all references are to the By-Laws of the Club.

IV. ELIGIBILITY TO VOTE

1. Each registered owner of a share of stock, whether a natural person or juridical entity, who is of good standing and non-delinquent in the payment of his/its dues, shall have the right to vote in person or by proxy the number of shares standing in his/its name. *(Section 3 (d), Article VII).* However, in the election of Directors, only holders of Class A shares are entitled to vote and be voted upon.

2. Only bona fide individual regular members and nominees of juridical entities who are of good standing shall have the right to vote. *(Section 3 (d), Article VII);*

3. Regular members are natural persons who are registered owners of shares of stock and the duly designated nominees of juridical entities in whose names stock certificates have been issued. *(Section 2 (a), Article II)*

4. Pursuant to the foregoing provisions, the following qualifications are required for eligibility:

    a. One must be a registered owner of at least one (1) Class "A" share of stock or a nominee of holders of Corporate "A" Shares; (Section 3 (d), Article VII, Sec. 2 (a), Article II, Amended By-Laws)
    b. In case of juridical entity, a Board Resolution appointing the nominee of such juridical entity must be submitted to the Corporate Secretary at least ten (10) days before the Stockholders' Meeting;
    c. The Stockholder must be in good standing; (Section 3(d), Article VII)
    d. The Stockholder must not be delinquent in the payment of his/its dues; and/or payment on subscription of share (Section 3(d), Article VII)
    e. In case of Proxies, a duly accomplished proxy instrument with supporting documents must be submitted to the Corporate Secretary at least ten (10) days before the Stockholders Meeting. (Section 3, Article VI)

5. In addition to the foregoing, the following guidelines shall be followed in determining whether a member may vote and be voted upon in the election of directors: (Section 2(a) Article II)

    a. Assignees/lessees of Individual Shares cannot vote and run for office; (Section 2(b), Article II)
    b. Assignors/lessors of Individual Class "A" Shares can vote but cannot run for office;
    c. A registered owner of an individual Class "A" share and nominee of a holder of corporate A shares can vote and run for office; and

6. Each qualified share of stock shall be entitled to one (1) vote per share except in the election of directors where cumulative voting is allowed.

7. The eligibility or non-eligibility of a Stockholder to vote at the Annual Stockholders' Meeting shall be determined by the Election Committee at least ten (10) days before the Stockholders' meeting.

8. To properly inform all Stockholders of their eligibility (or ineligibility), the Committee, in coordination with the Secretariat, shall post an Official List of Eligible Voters at the Clubhouse Bulletin Board.

V. NOMINATIONS FOR DIRECTORSHIP

1. Under Sections 1-2, Article VII of the By-Laws, the following are the qualifications for directorship:

    a. The Candidate must own in his/her own name at least one (1) Class "A" share of the capital stock of the Club or a nominee of holder/s of Corporate "A" shares;
    b. The Candidate must be a regular member of the Club;
    c. The Candidate must have been duly nominated;
    d. The Candidate must have accepted such nomination;

e. The Candidate must be in good standing; and
f. The Candidate must not be delinquent in the payment of his dues.
g. In the case of Independent Directors, they must have all the qualifications and none of the disqualifications as prescribed in the Club's Manual on Corporate Governance, SEC Code of Corporate Governance, Securities Regulation Code and its Implementing Rules and Regulations.

2. Section 3 (c), Article VII of the By-laws, the Election Committee shall nominate five (5) candidates for election. Accordingly, the members of the Committee have nominated the following for directorship:

   a. Editha I. Alcantara
   b. Tomas I. Alcantara
   c. Exequiel D. Robles
   d. Vicente R. Santos
   e. Mariza R. Santos-Tan

3. The Committee shall call for and accept nominations in writing from regular members; provided, however, that the members of the Committee may not themselves be nominated (Section 3 (c), Article VII). The Membership Affairs Office thru the Election Committee shall likewise send all member stockholders separate notices asking for nominations for directorship with the following return address:

   EAGLE RIDGE GOLF & COUNTRY CLUB, INC
   Membership Relations Office
   Brgy Javalera, Gen. Trias, Cavite

4. The said notices shall be sent to all Members-Stockholders on or before June 28, 2021.

5. The said notices shall state:

   a. That the Election Committee is accepting nominations of candidates for directorship (with a sample nomination form enclosed);
   b. The qualifications of Candidates for Directorship;
   c. The deadline for the submission of nominations, which shall be on July 27, 2021 at 5 o'clock in the afternoon;
   d. The qualifications of a member to be able to vote at the Annual Stockholder's Meeting;
   e. The deadline for payment of delinquencies to qualify a delinquent member to vote at the Annual Stockholder's Meeting, which shall be on October 15, 2021 at 5 o'clock in the afternoon;
   f. The deadline for submission of Proxies, which shall be on October 11, 2021 at 5 o'clock in the afternoon. However, for the purpose of election of Directors, the attendance of Proxies of corporate Class "A" shareholders shall be considered attendance in person.

6. The Committee shall post the Official List of Candidates at the Clubhouse bulletin board at least thirty (30) days before the Annual Stockholders' Meeting.

7. The Committee, together with the Secretariat, shall likewise ensure that the Official List of Candidates is sent to all Members-Stockholders together with the Notice of the Annual Stockholders' Meeting.

VI. BALLOTS

1. It is the responsibility of the Committee to order the printing and mimeographing of as many Numbered Official Ballots as there are outstanding Class "A" shares. Each outstanding Class "A" share entitled to vote shall be entitled to one (1) ballot. (Section 3 (e), Article VII)

2. Section 3 (e), Article VII of the By-Laws prescribes the following requirements in the preparation and printing of the Official Ballots:

   a. The Official Ballot shall contain, in alphabetical order, the names of the Official Candidates;
   b. The Official Ballots shall be numbered consecutively, bear the signature of the Chairman of the Committee, and sent to all eligible voters; and
   c. The Official Ballot together with the proxy form shall be sent out by mail or special messenger.

3. Only Official Ballots prepared, issued and countersigned by the Election Committee Chairman shall be recognized for purposes of the election.

4. The Election Committee shall likewise post the following notice at the Clubhouse Bulletin Board:

   "Anyone who has not received his ballot must personally attend on the day set for the election and upon his certification that he has not received his ballot, a replacement ballot shall be issued."

VII. PROXIES

1. The following guidelines shall be observed:

   a. The Proxy instrument shall indicate how the proxy shall vote on important matters in the agenda (Section 6, Article VI);
   b. The Proxy instrument shall provide a space where the member giving a proxy shall indicate his choice of the affirmative or negative vote on any question (Section 6, Article VI)
   c. The Proxy instrument shall be in writing (Section 57, Revised Corporation Code);
   d. The Proxy instrument shall be signed by the stockholder (Section 57, Revised Corporation Code);
   e. The Proxy instrument shall be submitted to the Corporate Secretary on or before the deadline for the submission of proxy instruments, which shall be on October 11, 2021 at 5 o'clock in the afternoon;
   f. The Proxy instrument may or may not be notarized except in the case of a juridical entity whose nominee shall be designated in an appropriate sworn / notarized Secretary's Certificate; provided, that the nominee of such juridical entity may, in said Secretary's Certificate, be authorized to appoint a proxy;
   g. The Proxy instrument may be executed independently of the Official Ballot;
   h. The Proxy instrument shall, as far as practicable, substantially comply with the other requirements set forth in the By-Laws.

2. Furthermore, the Committee shall assist in sending out notices to all stockholders, at least fifteen (15) business days before the Annual Stockholders' Meeting, informing them of the following:

   a. The requirements for a valid Proxy (with a sample proxy instrument enclosed);
   b. The deadline for the submission of proxy instruments shall be on October 11, 2021, at 5 o'clock in the afternoon;
   c. Copies of the Notice of the Annual Meeting, Agenda of the meeting, management report, definitive information statement, audited financial statement, minutes of the previous meeting, board resolution form and official ballot form.
   d. A copy of the Official List of Candidates shall be enclosed with the notices.

3. The following SEC guidelines shall be observed unless otherwise provided in the By-Laws:

a. The Corporate By-Laws shall be controlling in determining the proper procedure to be followed in the execution and acceptance of proxies, provided that the minimum required formalities prescribed under Section 57 of the Revised Corporation Code and SRC Rule 20.5 shall be complied with.
b. The Notice of Stockholders' Meeting shall also set the date, time and place of the validation proxies, which in no case shall be less than five (5) days prior to the Annual Stockholders' Meeting to be held. The presence of any stockholder who may wish to be present in person or through counsel shall be allowed.
c. Failure to affix documentary stamps shall not affect the validity of the proxy. The only adverse effect of such failure is that the same cannot be recorded as a public document and cannot be admitted or used as evidence in Court until the required documentary stamp is affixed and cancelled.
d. Unless required by the Corporate By-Laws, a proxy need not be notarized.
e. If the name of the proxy is left in blank, the person to whom it is given or the issuer corporation receiving the proxy is at liberty to fill in any name he/it chooses.
f. If a duly accomplished and executed Proxy is undated, the postmark or, if not mailed, its actual date of presentation shall be considered.
g. A Proxy executed by a corporation shall be in the form of a board resolution duly certified by the corporate secretary or in a Proxy form executed by a duly authorized Corporate Officer accompanied by a Corporate Secretary's Certificate quoting the board resolution authorizing the said Corporate Officer to execute the said Proxy.
h. If the By-Laws provide for a cut-off date for the submission of Proxies the same should be strictly followed. In the absence of a provision in the By-Laws fixing a deadline, Proxies shall be submitted not later than ten (10) days prior to the date of the stockholders meeting.
i. Where the Corporation receives more than one (1) proxy from the same Stockholder and they are all undated, the postmarks dates shall be considered. If the Proxies are mailed on the same date, the one bearing the latest time of day of postmark is counted, if the Proxies are not mailed, then the time of their actual presentation is considered. That which is presented last will be recognized.
j. Where a Proxy is given to two (2) or more persons in the alternative in one instrument, the Proxy designated as an alternate can only act as Proxy in the event of non-attendance of the other designated person.
k. Where the same Stockholder gives two (2) or more Proxies, the latest one given is to be deemed to revoke all former Proxies.
l. A Proxy shall be valid only for the meeting for which it is intended.
m. Executors, administrators, receivers and other legal representatives duly appointed by the court may attend and vote on behalf of the Stockholders without a need of any written Proxy.
n. If the stockholder intends to designate several Proxies, the number of shares of stock to be represented by each Proxy shall be specifically indicated in then proxy form. If some of the Proxy forms do not indicate the number of shares, the total shareholdings of the Stockholder shall be tallied and the balance thereof, if any, shall be allotted to the holder of the proxy form without the number of shares. If all are in blank, the stocks shall be distributed equally among the Proxies. The number of persons to be designated as Proxies may be limited by the By-Laws.
o. In case of shares of stock owned jointly by two (2) or more persons, the consent of all co-owners shall be necessary to appoint or revoke a Proxy.
p. For persons owning shares in an "and/or" capacity, any one of them may appoint and revoke a Proxy.
q. Proxies executed abroad shall be duly authenticated by the Philippine Embassy or Consular Office.
r. No member of Stock Exchange and no broker/dealer shall give any Proxy, consent or authorization, in respect of any security carried for the account of a customer to a person other than the customer, without the express written authorization of such customer. The Proxy executed by the broker shall be accompanied by a certification under oath stating that before the Proxy was

given to the broker, he had duly obtained the written consent of the persons in whose account the shares are held.

s. A Proxy shall not be invalidated of the ground that the stockholder who executed the same has no signature card on file with the Corporate Secretary or Transfer Agent, unless it can be shown that he/she had refused to submit the signature card despite written demand to that effect duly received by the said Stockholder at least ten (10) days before the Annual Stockholders' Meeting and election.

t. There shall be a presumption of regularity in the executions of Proxies and shall be accepted if they have the appearance of prima facie authenticity in the absence of timely and valid challenge.

u. In the validation of Proxies, a special Committee of inspectors shall be designated or appointed by the Board of Directors, which shall be empowered to pass on the validity of proxies. Any dispute that may arise pertaining thereto, shall be resolved by the Securities and Exchange Commission upon formal complaint filed by the aggrieved party, or the SEC officer supervising the proxy validation process,

v. All issues relative to Proxies including their validation shall be resolved prior to the canvassing of votes for purposes of determining a quorum.

w. All shares which are subject of a case where ownership is at issue, shall be set aside for purposes of proxy validation unless there is a court appointed representative who shall then vote on said shares.

x. Any violation of this Rule on Proxy shall be subject to the administrative sanctions provided for under the Revised Corporation Code & Section 54 of the Securities Regulation Code, and shall render the proceedings null & void.

VIII. INSPECTORS OF ELECTION

1. The Chairman of the Annual Stockholders' Meeting shall appoint two (2) persons to act as Inspectors of Election. (Selection 2 (e) (3), Article VII)

2. The Inspectors of Election shall assist the Corporate Secretary and the Election Committee to ensure the orderly conduct of election.

3. The Board of Directors may likewise engage the services of an Independent Auditor to assist in the canvassing of votes.

IX. MANNER OF VOTING AND CANVASSING OF BALLOTS

1. The members of the Board of Directors shall be elected by secret ballot. (Section 3 (d), Article VII)

2. The vote for election of a Candidate shall be made by placing an "x" or similar mark and affixing the voter's signature opposite the name of each candidate. (Section 3 (e) (2), Article VII)

3. The member shall place his ballot inside a sealed envelope and deliver the same to the Corporate Secretary on or before the date of the meeting, or drop the same in a ballot box prescribed for the purpose or by emailing a scanned copy to members.relation@eagle-ridge.com.ph not later than the close of business hours on 20 October, 2021. The sealed envelopes shall be opened only after the Committee has convened to canvass the election returns, in the presence of the Inspectors of Election, on 21 October, 2021. (Section 3 (e) (2), Article VII).

4. Upon the closing of the meeting, the Committee shall convene to canvass the election returns. (Section 3 (e) (4), Article VII).

5. Any protest regarding the conduct of the election must be made before the start of the canvass. (Section 3 (e) (4), Article VII).

6. Any protest connected with the canvassing must be made before the proclamation of the winning candidates. (Section 3 (e) (4), Article VII).

7. Protests may be made verbally but must be recorded by the Election Committee, which must forthwith issue a ruling.

8. Protests made beyond the period provided herein shall not be entertained by the Committee. All irregularities not raised during the proper period shall be deemed waived.

9. After the Committee has completed the canvass of the ballots and has ruled on all the issues presented to it, the nine (9) candidates with the most number of votes shall be declared elected. (Section 3 (d), Article VII)

10. In case of a tie, the Committee shall break the tie by a drawing of lots. (Section 3 (e) (4), Article VII)

X. APPRECIATION OF BALLOTS

1. Cumulative voting shall be allowed.

2. There shall be nine (9) seats of the Board of Directors. Each share shall be entitled to nine (9) votes. Each shall have the option of cumulating his votes in favor of the candidate or candidates he has chosen.

3. Only the votes cast in favor of those candidates whose names appear in the official ballot shall be tabulated and counted.

4. Only ballots with the usual or customary signature of the stockholder shall be counted. Except in the case of a valid proxy, ballots which do not bear the usual or customary signature of the stockholder concerned shall be invalidated.

5. Appropriate marking on the space provided before the name of the candidate must be made in the Official Ballot.

6. If a Stockholder votes for one (1) candidate only and the number of corresponding votes was not indicated, nine (9) votes shall be credited to said candidate.

7. If a Stockholder votes for one (1) candidate only and the number of corresponding votes indicated exceeds nine (9), only nine (9) votes will be credited in favor of said candidate.

8. If a Stockholder votes for one (1) candidate only and the number of corresponding votes indicated does not exceed nine (9), said candidate shall be credited with such number of votes indicated.

9. If a Stockholder votes for exactly nine (9) candidates, each chosen candidate shall be credited with one (1) vote.

10. If a Stockholder votes for more than nine (9) candidates, the ballot shall be invalidated and no vote shall be counted in favor of any candidate.

11. If a Stockholder votes for more than one (1) candidate and the number of corresponding votes is not indicated, each chosen candidate shall be credited with one (1) vote.

12. If a Stockholder votes for more than one (1) candidate and the number of corresponding votes indicated does not exceed (9), each chosen candidate shall be credited with such number of votes indicated.

13. If a Stockholder votes for more than one (1) candidate and the number of votes allocated to the chosen candidates exceeds nine (9), each chosen candidate shall be credited with one (1) vote only.

PART III
S I G N A T U R E

Management does not intend to bring any other matter before the meeting other than those set forth in the Notice of the Annual Meeting of Stockholders and does not know of any matters to be brought before the meeting by others. If any other matter does come before the meeting, it is the intention of the persons named in the accompanying proxy to vote the proxy in accordance with their judgment.

ACCOMPANYING THIS INFORMATION STATEMENT IS A COPY OF THE NOTICE OF THE ANNUAL STOCKHOLDERS' MEETING CONTAINING THE AGENDA THEREOF.

UPON THE WRITTEN REQUEST OF A STOCKHOLDER, THE CORPORATION WILL PROVIDE, WITHOUT CHARGE, A COPY OF THE CORPORATION'S ANNUAL REPORT IN SEC FORM 17-A AND THE CORPORATION'S LATEST QUARTERLY REPORT IN SEC FORM 17-Q DULY FILED WITH THE SECURITIES AND EXCHANGE COMMISSION. THE STOCKHOLDER MAY BE CHARGED A REASONABLE COST FOR PHOTOCOPYING THE EXHIBITS.

ALL REQUESTS MAY BE SENT TO THE FOLLOWING:

Eagle Ridge Golf and Country Club, Inc.
Barangay Javalera
Gen. Trias, Cavite

Attention: Ms. Mariza Santos-Tan
Corporate Secretary

After reasonable inquiry and to be the best of my knowledge and belief, I certify that the information set forth in this report is true, complete and correct. This report is signed in the City of Mandaluyong on _______________________.

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
Issuer

By : _______________________________
MARIZA SANTOS-TAN
Corporate Secretary

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
Notice of the Annual Meeting of the Stockholders

To All Stockholders:

Please be notified that the annual meeting of the stockholders of **Eagle Ridge Golf and Country Club, Inc.** (the "Company") will be held on **Thursday, 21 October 2021 at 2:00 p.m**. Due to the continuing COVID-19 pandemic, the meeting will be conducted **virtually**, and can be accessed at the link to be provided by the Company to all stockholders of record as of 7 September 2021, or to their proxy holders, who will duly register to attend the meeting. As required by the Securities & Exchange Commission, the "place" of the meeting will be at the Main Clubhouse, Eagle Ridge Golf & Country Club, General Trias City, Cavite, and the agenda of the meeting is as follows:

1. Call to Order;
2. Certification of Notice and Quorum;
3. Approval of the Minutes of the Annual Meeting of the Stockholders held on 22 October 2020;
4. Approval of the Annual Report, and the 2020 Audited Financial Statements;
5. Ratification of Acts of the Board and Management;
6. Appointment of External Auditors;
7. Election of Directors (including Independent Directors);
8. Other business that may properly be brought before the Meeting; and
9. Adjournment

Attached to this Notice, as Annex "A", is a brief statement of the rationale and explanation for each item in the agenda that requires the stockholders' approval. The Information Statement contains more detail regarding the rationale and explanation for each such item.

The electronic copy of the said Statement, and other documents pertinent to the meeting, are available at the Company's website at **https://www.eagle-ridge.com.ph**. Stockholders may also request the undersigned in writing for a hard copy of the same. Upon receipt thereof, the Company will provide the requesting stockholder with a hard copy of the Information Statement.

Only stockholders of record as of 7 September 2021, or proxy holders of such stockholders, are entitled to attend the meeting, and only stockholders with Class A shares are entitled to vote at the meeting.

Individual stockholders who wish to attend the virtual meeting must email their request to attend to members.relation@eagle-ridge.com.ph not later than the close of business on **14 October, 2021**. Stockholders who wish to be represented at the virtual meeting by proxy must either: (a) submit an originally signed and accomplished proxy, a form for which is attached as Annex "B", by post or courier to the Office of the Corporate Secretary at the Main Clubhouse, Eagle Ridge Golf & Country Club, General Trias City, Cavite; or (b) email a copy of the said proxy in an appropriate format, to members.relation@eagle-ridge.com.ph, not later than the close of business on **11 October 2021**. The Company will validate the requests, and the proxies, and email the stockholders, and proxy holders, instructions on how to access the virtual meeting.

Pasig City, 28 August 2021.

MARIZA S. TAN
Corporate Secretary

Annex "A" to Notice
EXPLANATION AND RATIONALE FOR THE AGENDA
2021 Annual Stockholders' Meeting

1. Call to Order

The Chairman of the Board of Directors, Mr. Tomas I. Alcantara, will formally call the 2021 Annual Stockholders' Meeting to order, and introduce the Directors and Officers attending the Meeting.

2. Certification of Notice and Quorum

The Corporate Secretary, Ms. Mariza S. Tan, will certify that the Corporation timely and duly notified the stockholders pursuant to the rules of the Securities & Exchange Commission ("SEC"), made the Information Statement available to all stockholders, and attest to a quorum for the Meeting.

3. Approval of the Minutes of the Annual Meeting of the Stockholders held on 22 October 2020

Copies of the draft minutes have been made available to the stockholders on the Company's website at **https://www.eagle-ridge.com.ph**. The Chairman will ask the stockholders to approve the draft minutes, and adopt the following resolution:

> *"RESOLVED, That the minutes of the Annual Meeting of the Stockholders of Eagle Ridge Golf and Country Club, Inc., held on 22 October 2020, be, as they are hereby, approved."*

4. Annual Report, and the 2020 Audited Financial Statements

Management will present its Report, and the Audited Financial Statements for 2020, which were audited by the Company's independent external auditors, SyCip Gorres Velayo & Company (SGV), and approved by the Board. As required by regulations, Management submitted these statements to the SEC, and to the Bureau of Internal Revenue. After the presentations, Management will answer the questions emailed by the stockholders, request the stockholders to approve its report, and the audited financial statements for the 2020, and propose the following resolution:

> *"RESOLVED, That the Annual Report of Management, and the Company's Audited Financial Statements for the year ended December 31, 2020, be, as they are hereby, approved."*

5. Ratification of the Acts of the Board and Management

The Company's performance was the result of the acts, contracts, resolutions and actions of the Board, and the Management, who will request the stockholders to ratify the same. The following is the proposed resolution:

> *"RESOLVED, That all acts, contracts, resolutions and actions, authorized and entered into by the Board of Directors and Management of the Company from the date of the last Stockholders' Meeting up to the present be, as they are hereby, approved, ratified and confirmed."*

6. Appointment of External Auditors

Upon the Audit Committee's favorable recommendation, Management proposes that the Company reappoint SGV as its independent external auditors for the year 2021-2022, and to adopt the following resolution:

> *"RESOLVED, That the audit firm of SyCip Gorres Velayo & Co., be, as it is hereby, appointed as the Company's independent external auditors for the year 2021 -2022."*

7. Election of Directors, including Independent Directors

Management proposes to re-elect the following six regular directors and three independent directors, and the Information Statement contains their biographical profiles:

1. Tomas I. Alcantara
2. Editha I. Alcantara
3. Exequiel D. Robles
4. Vicente R. Santos
5. Mariza Santos-Tan
6. Alfredo G. Pareja
7. Philip J. Chien (Independent)
8. Ramil L. Villanueva (Independent)
9. Benjamin R. Almario (Independent)

8. Other Matters

Management may address other issues emailed by the stockholders.

9. Adjournment

After all matters in the agenda have been taken up, the Chairman will entertain a motion to adjourn the Meeting.

PROXY NO. ____________

Annex "B" to Notice

EAGLE RIDGE GOLF & COUNTRY CLUB, INC.

Barangay Javalera, Gen. Trias, Cavite

P R O X Y

KNOW ALL MEN BY THESE PRESENTS:

That the undersigned, a stockholder of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC. (ERGCCI),** a domestic corporation, do hereby name, constitute and appoint:

____

as my true and lawful attorney-in-fact/proxy to represent and vote all my ERGCCI shares, and/or such shares as I am authorized to represent and vote as administrator, executor, or attorney-in-fact, in the Annual Stockholders' Meeting of ERGCCI to be held on **21 October 2021** by **Zoom videoconferencing**, and at any continuation thereof, as fully to all intents and purposes as I might or could do if present and acting in person, hereby ratifying and confirming any and all actions to be taken during any said meetings.

If no specific instruction is given, the share will be voted FOR the election of the nominees for directors whose names appear in this proxy form, and FOR the approval of all matters listed in the information statement, the stockholders' approval for which is sought in the meeting. Moreover, this proxy shall confer discretionary authority to vote with respect to the election of any person to any office for which a bona fide nominee is named in the information statement; and to all matters incident to the conduct of the meeting.

	ITEM	**A C T I O N**		
		FOR	**AGAINST**	**ABSTAIN**
3.	To approve the Minutes of the 22 October 2020 Annual Stockholders' Meeting			
4.	To approve the Management Report, including the Audited Financial Statements of ERGCCI for 2020			
5.	To ratify all acts of the Board, and the Management			
6.	To appoint Sycip Gorres Velayo & Co. as External Auditors			
7.	**FOR CLASS "A" JURIDICAL ENTITIES ONLY.** To elect the following nominees as directors of ERGCCI:			
	(1) Tomas I. Alcantara			
	(2) Editha I. Alcantara			
	(3) Exequiel D. Robles			
	(4) Vicente R. Santos			
	(5) Mariza R. Santos – Tan			
	(6) Alfredo G. Pareja			
	(7) Philip J. Chien			
	(8) Ramil L. Villanueva			
	(9) Benjamin R. Almario			

This proxy shall be valid only for the 21 October 2021 Annual Stockholders' Meeting, and at any continuation thereof. This proxy shall remain effective unless I revoke the same by registering my personal attendance with the Corporate Secretary before the start of the meeting. Attached are the supporting documents, i.e., notarized Secretary's Certificate, copy of government identification cards of the stockholder and proxyholder, etc.

WITNESS MY HAND this ____ day of ________________ 2021 at ____________________.

Signature of Stockholder or Person Duly Authorized:

Name of Stockholder: ______________________
Title / Position: ______________________
Number of Share(s): ______________________
Membership No.: ______________________

Conforme By: ______________________
Name of Proxyholder: ______________________

EAGLE RIDGE GOLF & COUNTRY CLUB

Annex "A"

M A N A G E M E N T R E P O R T
for the
October 21, 2021 Annual Stockholders' Meeting
Pursuant to SRC Rule 20[4] [B]

MANAGEMENT'S DISCUSSION AND ANALYSIS OR PLAN OF OPERATIONS

RESULTS OF OPERATIONS AS OF JUNE 30, 2021

Total revenues went up by Php10.3M or 13% from Php81.4M in 2020 to Php91.7M in 2021. This was attributed to the increase of Membership Fees by 68% or Php29.7M from Php43.3M in 2020 to Php73.0M in 2021. This was mainly due to the extraordinary revenue on the sale of 100 auction shares amounting P20M. Likewise, other golf revenue increased by Php0.2M or 2% from Php11.3M in 2020 to Php11.5M in 2021. On the other hand, Green Fee on Guest fees decreased by Php16.2M or 71% from Php22.8M in 2020 to Php6.6M in 2021 due to the pandemic. In addition, green fee on golf academy also decreased by Php2.7M or 99% from Php2.7M in 2020 to Php0.0M in 2021.Income from sports and recreation operations also went down by Php0.2M or 67% from Php0.32M in 2020 to Php0.10M in 2021.

Total costs and expenses increased by Php2.1M or 3%, from Php76.4M in 2020 to Php78.5M in 2021.

The Club incurred an operating loss of Php13.6M as of June 30, 2021.

Key Performance Indicators

1) Total Golf Rounds

A golf round is equivalent to 18 holes of golf played by a golfer and indicates the ability of the Club to lure its members to continuously avail of the facilities and to generate, thru marketing activities, additional guests' patronage. Total golf rounds in 2021 was registered at 21,657 rounds, lower than 2020 experience of 33,933 rounds by 12,276 rounds or 36%. The decrease was mainly attributable to COVID19 pandemic wherein started March 2020.

2) Golf Cart Usage

Golf cart usage is the ability of the Club to inform the golfers of the importance of using golf carts not only to generate revenues but to control the flow of traffic in the golf courses. The total number of golfers availing of golf carts, a decrease by 4,786 golfers or 21% was recorded, from 23,129 golfers in 2020 to 18,343 golfers in 2021. This performance was in direct relation to the decline in golf rounds.

3) New Members Generated

"New members generated" is the ability of the Club, thru its marketing strategies, to solicit new members to enhance generation of additional revenues. New members generated in 2021 totaled 47 members, an increase by 26 members or 124% from 2020 mark of 21 members. The Club is continuously embarking a sales blitz by visiting corporate entities and other golf clubs.

4) Average Food & Beverage (F&B) Check

Average F&B check is calculated by dividing total F&B revenues derived from golfers' lounges and tee-houses by total golfers. It measures the ability of the Club's concessionaire to push sales to golfers thru its improved services. The average F&B check has slightly decreased by Php31 or 20%, from Php157 in 2020 to Php126 in 2021.

5) Unlimited Bucket Rental

Unlimited bucket rental is the unlimited use of golf balls in the use of the Club's driving range and is priced at Php6,000 per month or Php3,000 per half-month or Php1,000.00 per year exclusively for members. It indicates the ability of the Club to offer unlimited bucket rental to playing golfers. Unlimited bucket rental went up by 20 from 914 in 2020 to 934 in 2021.

6) Electricity Consumption in Kilowatt-Hour (KWH)

"Electricity consumption in KWH" is a measurement of the Club's ability to monitor and control its electricity consumption to a minimum level thru periodic inspection of its golf course equipment and facilities. The club decreases in electricity consumption in KWH by Php132k or 14% from Php941.5K in 2020 to Php809k in 2021. The Club is continuously undertaking the rehabilitation works on its wells and pumps which brought the decrease in power consumption. In addition, the temporary closure of the locker room and one Clubhouse open during weekdays contributed to the decrease of electricity consumption.

7) Ratio of Gasoline to Cart Income

This indicates the ability of the Club to monitor over-consumption of gasoline in the use of golf carts, and determined by dividing total cart gasoline expense to total cart income. The Club has garnered a variance by 3%, from 8.3% in 2020 to 11.3% in 2021. The average price per liter of gasoline increased by Php2/liter or 3.41%, from Php48.32/liter in 2020 to Php49.97/liter in 2021.

FINANCIAL CONDITION

Total current assets as at June 30, 2021 totaled to Php76.8M; Php12.7M or 20% higher from Php64.1M in December 31, 2020. Cash and cash equivalents increased by Php12.0M or 32%, from Php37.9M in December 31, 2020 to Php50.0M in June 30, 2021. Input value-added tax and other current assets is up by Php2.8M or 38% as compared to December 31, 2019. Net receivables went down by Php2.9M or 20%, from Php14.5M on December 31, 2020 to Php11.6M on June 30, 2021. Property and equipment decreased by Php24.2M; net result of depreciation charged to operations in 2021 and additional capex.

Furthermore, total current liabilities increased by Php3.9M or 1%, from Php349.6M on December 31, 2020 to Php353.5M on June 30, 2021.

The Club reported an accumulated deficit of Php1.3B as of June 30, 2021.

REVIEW OF 2020 OPERATIONS

a) Revenues and Profitability

RESULTS OF OPERATIONS

The Club generated total revenues of Php135.2M, resulting an decrease of Php29.1M or 18% as compared with 2019's performance of Php164.4M. Membership Fees in 2020 totaled to Php73.8M, which was Php5.5M or 7% lower than that of 2019, amounting Php79.3M. On the other hand, Green Fees decreased by Php10.0M from Php47.7M in 2019 to Php37.7M in 2020. Furthermore, Income from Concessionaire increased by Php2.0M or 59% compared to 2019, also attributable to the decrease in the golf rounds. In addition, Income from Sports & Recreation suffered setbacks by Php1.0M versus 2019 figures.

The total operating costs and expenses in 2020 amounted to Php129.6M, lower by Php38.2M or 23% compared with that of 2019's Php167.8M. Repairs and maintenance went down by Php29.1M from P50.5M in 2019 mainly because of the in-house of golf course maintenance. The total employees' salaries, wages and benefits increased by Php2.4M or 6%, from Php38.4M in 2019 to Php40.7M in 2020. Communication expense decreased by 43%, from Php0.4M in 2019 to Php0.2M in 2020. Commissions paid on credit cards went down by 27%, from Php1.3M in 2019 to Php1.0M in 2020. In addition, light and water decreased by Php9.0M or 36%, from Php24.6M in 2019 to Php15.7M in 2020. Taxes and licenses went down by Php0.5M or 3%, from Php18.8M in 2019 to Php18.3M in 2020. Other expenses amounting Php32.4M was lower than that of 2019's Php34.7M, by Php2.3M or 7%; this mainly due to the pandemic.

All others considered including depreciation, interest income/expense, loss on disposal and provision for income tax, the Club reported a Net Loss of Php52.2M for 2020.

Financial Position

Total Current Assets decreased by Php5.2M, from Php69.3M in 2019 to Php64.1M in 2019. This was mainly due to the reclassification of the current and non-current portion of input VAT. Cash & cash equivalents increased by Php3.4M or 10% from Php 34.5M in 2019 to Php 37.9M in 2020. Inventories likewise increased by 56% from Php 2.8M in 2019 to Php 4.3M in 2020. Meanwhile, the Non-Current Assets has increased by 27%, from Php7.9B in 2019 to Php 10.0B in 2020. This was due to the revaluation increment in land's appraised value amounting to Php2.1B, from Php7.1B in 2019 to Php 9.2M in 2020.

On the other hand, Accounts Payable and other current liabilities increased by Php15.0M or 4%, from Php334.6M in 2019 to Php349.6M in 2020. The increase was due to the unsettled real property tax. Finally, the increase in Deferred Tax Liability was due to the revaluation increment on the value of the Club's land, from Php1.9B to Php 2.5B, in 2019 and 2020, respectively.

The Club reported an accumulated deficit of Php1.3B as of December 31, 2020.

Key Performance Indicators ("KPI")

The company's key performance indicators are the number of players, golf rounds, golf carts usage, pro-shop sales, average check, and number of members' and guests patronizing sports facilities. The club calculates or identifies the indicator based on analysis presented.

	31-Dec-20	31-Dec-19
	(in thousands)	
Operating Revenue	135,242	164,359
% Change from interim period of preceding year / last fiscal year		-18%
Operating expense	129,603	168,669
% Change from interim period of preceding year / last fiscal year		-23%
Gross Operating Profit	5,639	(4,310)
% Change from interim period of preceding year / last fiscal year		-231%
GOP % of Operating Revenue	4%	-3%
No. of Players - Golf	53	102
% Change from interim period of preceding year / last fiscal year		-48%
No. of golf rounds played	55	109
% Change from interim period of preceding year / last fiscal year		-49%
Golf Operation (GO) Gross	59,537	80,111
% Change from interim period of preceding year / last fiscal year		-26%
GO Payroll %	39%	21%
GO Net	742	(9,938)
GO Net % of Gross Operating Revenue	1%	-6%
Income from Concessionaire	1,382	3,389
% Change from interim period of preceding year / last fiscal year		-59%
Sports Gross	541	1,562
% Change from interim period of preceding year / last fiscal year		-5%
Sports Payroll %	401%	197%
Sports Net	(3,069)	(3,744)
Sports Net % of Gross Operating Revenue	-18%	-42%
Other Membership fees (Including Golf Academy)	5,640	11,168
Membership Expenses	2,172	3,114
Net of Other membership fees	3,468	8,054
% Change from interim period of preceding year / last fiscal year		-57%
Members' Contributions	59,991	68,130
% Change from interim period of preceding year / last fiscal year		-12%

G&A Expenses	63,421	66,414
% Change from interim period of preceding year / last fiscal year		-5%
Club Operating Total Payroll Expense	40,731	38,360
% Change from interim period of preceding year / last fiscal year		16%
Payroll as a % of Operating Revenue	30%	21%

Significant Disclosures

The Club is not aware of any trends, demands, commitments, and events or uncertainties that will have a material impact on the Clubs' liquidity. It is neither aware of any events that will trigger direct or contingent financial obligations that is material to the company or may result in a default or acceleration of an obligation.

There have been no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), neither is there any relationships of the club with unconsolidated entities or other persons created during the reporting period.

The Club has material commitments for capital expenditures like repainting of clubhouses, repair and maintenance of irrigation equipment and purchase of golf course maintenance equipment.

There have been no known trends, events or uncertainties that have had or that are reasonably expected to have material favorable or unfavorable impact on net sales/revenues/income from continuing operations.

There have been no significant elements of income or loss that has arisen from the company's continuing operations.

There have been no seasonal aspects that have had a material effect on the company's financial condition or result of operations during the reporting period.

Independent Public Accountants

SGV & Co. has been the external auditor of the Club since 1999. In compliance with SEC Memorandum Circular No. 8, Mr. Juanito A. Fullecido has been serving as the engagement partner of the Club up to 2012, Mr. Roel E. Lucas for the year ending December 31, 2013 and 2014, Maria Pilar B. Hernandez for year ending December 31, 2015, 2016, and 2017 and Monolito R. Elle for year ending December 31, 2018, 2019 and 2020 for the examination of the Company's Financial Statements.

Changes in and Disagreements with Accountants on Accounting and Financial Disclosures

There were no disagreements with the Club's principal accountants as to any matter of accounting principles or practices, financial statement disclosure, or audit scope or procedure.

NOTES TO FINANCIAL STATEMENTS

Accounting Policies and Principles

The Consolidated Financial Statements of ERGCCI for the years ended December 31, 2019 and 2020 are presented in accordance with generally accepted accounting principles applied on a consistent basis.

Material Changes in Balance Sheet Accounts

<u>Cash and Cash Equivalents – 9.9% Increase</u>

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 and that are subject to an insignificant risk of change in value. Short-term deposits earn interest at the respective short-term deposits rates. Interest income earned from cash and cash equivalents amounted to Php 96,191 in 2020, Php85,664 in 2019.

Inventories – 56.0% Increase

Inventories are stated at the lower of cost and net realizable value (NRV). Costs incurred in bringing each product to its present location and conditions are determined using the first-in, first-out method.

Other Noncurrent Assets – 36.8% Increase

Other noncurrent assets pertain to noncurrent portion of input taxes and Deposit.

Accounts Payable and Other Current Liabilities – 4% Increase

Trade payables, accrued expenses and other current liabilities are non-interest bearing and normally have an average term of less than one year.

REVIEW OF 2019 OPERATIONS

b) Revenues and Profitability

RESULTS OF OPERATIONS

During the year, the Club generated total revenues of Php164.4M, resulting an increase of Php2.8M or 2% as compared with 2018's performance of Php161.6M. Membership Fees in 2019 totaled to Php79.3M, which was Php2.1M or 3% lower than that of 2018, amounting Php81.4M. On the other hand, Green Fees increased by Php4.0M from Php43.7M in 2018 to Php47.7M in 2019. Furthermore, Income from Concessionaire increased by Php0.7M or 24% compared to 2018, also attributable to the increase in the golf rounds. However, Proshop sales and Income from Sports & Recreation suffered setbacks by an aggregate amount of Php0.1M versus 2018 figures.

The total operating costs and expenses in 2019 amounted to Php168.7M, lower by Php3.0M or 2% compared with that of 2018's Php171.7M. Repairs and maintenance went down by Php9.3M from P59.8M in 2018 mainly because of the in-house of golf course maintenance. The total employees' salaries, wages and benefits increased by Php3.1M or 9%, from Php35.2M in 2018 to Php38.3M in 2019. Communication expense decreased by 48%, from Php0.7M in 2018 to Php0.4M in 2019. Commissions paid on credit cards went up by 16%, from Php1.2M in 2018 to Php1.3M in 2019. Meanwhile, light and water decreased by Php1.2M or 5%, from Php25.8M in 2018 to Php24.6M in 2019. Taxes and licenses went down by Php0.5M or 3%, from Php19.3M in 2018 to Php18.8M in 2019. Other expenses amounting Php34.7M was higher than that of 2018's Php29.7M, by Php5.0M or 17%; this mainly due to the operating supplies used in the maintenance of golf courses.

All others considered including depreciation, interest income/expense, loss on disposal and provision for income tax, the Club reported a Net Loss of Php53.8M for 2019.

FINANCIAL POSITION

Total Current Assets increased by Php18.5M, from Php50.7M in 2018 to Php69.3M in 2019. This was mainly due to the increase of the contract price of golf vouchers, in addition savings on the in-house of golf course maintenance thus, cash & cash equivalents increased by Php13.2M or 62% from Php 21.4M in 2018 to Php 34.5M in 2019. Receivable likewise increased by 36% from Php 10.7M in 2018 to Php 14.5M in 2019. Meanwhile, the Non-Current Assets has increased by 8%, from Php7.4B in 2018 to Php 7.9B in 2019. This was due to the revaluation increment in land's appraised value amounting to Php0.6B, from Php6.4B in 2018 to Php 7.1M in 2019.

On the other hand, Accounts Payable and other current liabilities increased by Php68.6M or 26%, from Php266.0M in 2018 to Php334.6M in 2019. The increase was due to the purchased of golf course maintenance equipment on account. Finally, the increase in Deferred Tax Liability was due to the revaluation increment on the value of the Club's land, from Php1.7B to Php 1.9B, in 2018 and 2019, respectively.

The Club reported an accumulated deficit of Php1.2B as of December 31, 2019.

Key Performance Indicators ("KPI")

The company's key performance indicators are the number of players, golf rounds, golf carts usage, pro-shop sales, average check, and number of members' and guests patronizing sports facilities. The club calculates or identifies the indicator based on analysis presented.

	31-Dec-19	31-Dec-18
	(in thousands)	
Operating Revenue	164,359	161,603
% Change from interim period of preceding year / last fiscal year		2%
Operating expense	167,840	171,177
% Change from interim period of preceding year / last fiscal year		-2%
Gross Operating Profit	(3,480)	(9,574)
% Change from interim period of preceding year / last fiscal year		-64%
GOP % of Operating Revenue	-2%	-6%
No. of Players - Golf	102	101
% Change from interim period of preceding year / last fiscal year		0%
No. of golf rounds played	109	109
% Change from interim period of preceding year / last fiscal year		-5%
Golf Operation (GO) Gross	80,112	75,809
% Change from interim period of preceding year / last fiscal year		6%
GO Payroll %	21%	17%
GO Net	(9,938)	(16,463)
GO Net % of Gross Operating Revenue	-6%	-10%
Income from Concessionaire	3,389	2,727
% Change from interim period of preceding year / last fiscal year		24%
Sports Gross	1,562	1,640
% Change from interim period of preceding year / last fiscal year		-5%
Sports Payroll %	197%	191%
Sports Net	(3,744)	(4,304)
Sports Net % of Gross Operating Revenue	- 42%	-38%
Other Membership fees (Including Golf Academy)	11,168	9,012
Membership Expenses	3,114	3,788
Net of Other membership fees	8,054	5,223
% Change from interim period of preceding year / last fiscal year		54%
Members' Contributions	68,130	72,415
% Change from interim period of preceding year / last fiscal year		-6%
G&A Expenses	66,414	56,410
% Change from interim period of preceding year / last fiscal year		18%
Club Operating Total Payroll Expense	39,646	35,257
% Change from interim period of preceding year / last fiscal year		12%
Payroll as a % of Operating Revenue	24%	22%

Significant Disclosures

The Club is not aware of any trends, demands, commitments, and events or uncertainties that will have a material impact on the Clubs' liquidity. It is neither aware of any events that will trigger direct or contingent financial obligations that is material to the company or may result in a default or acceleration of an obligation.

There have been no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), neither is there any relationships of the club with unconsolidated entities or other persons created during the reporting period.

The Club has material commitments for capital expenditures like repainting of clubhouses and repair and maintenance of irrigation equipment.

There have been no known trends, events or uncertainties that have had or that are reasonably expected to have material favorable or unfavorable impact on net sales/revenues/income from continuing operations.

There have been no significant elements of income or loss that has arisen from the company's continuing operations.

There have been no seasonal aspects that have had a material effect on the company's financial condition or result of operations during the reporting period.

Independent Public Accountants

SGV & Co. has been the external auditor of the Club since 1999. In compliance with SEC Memorandum Circular No. 8, Mr. Juanito A. Fullecido has been serving as the engagement partner of the Club up to 2012, Mr. Roel E. Lucas for the year ending December 31, 2013 and 2014, Maria Pilar B. Hernandez for year ending December 31, 2015, 2016, and 2017 and Monolito R. Elle for year ending December 31, 2018 and 2019 for the examination of the Company's Financial Statements.

Changes in and Disagreements with Accountants on Accounting and Financial Disclosures

There were no disagreements with the Club's principal accountants as to any matter of accounting principles or practices, financial statement disclosure, or audit scope or procedure.

NOTES TO FINANCIAL STATEMENTS

Accounting Policies and Principles

The Consolidated Financial Statements of ERGCCI for the years ended December 31, 2019 and 2018 are presented in accordance with generally accepted accounting principles applied on a consistent basis.

Material Changes in Balance Sheet Accounts

Cash and Cash Equivalents – 61.7% Increase

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 and that are subject to an insignificant risk of change in value. Short-term deposits earn interest at the respective short-term deposits rates. Interest income earned from cash and cash equivalents amounted to Php85,664 in 2019, Php111,792 in 2018.

Receivables – 35.9% Increase

Receivables from members are non-interest bearing and are generally on 30 to 90 day-terms.

Inventories – 28.8% Increase

Inventories are stated at the lower of cost and net realizable value (NRV). Costs incurred in bringing each product to its present location and conditions are determined using the first-in, first-out method.

Other Noncurrent Assets – 23.0% Decrease

Other noncurrent assets pertain to noncurrent portion of input taxes and Deposit.

Accounts Payable and Other Current Liabilities – 26% Increase

Trade payables, accrued expenses and other current liabilities are non-interest bearing and normally have an average term of less than one year.

BRIEF DESCRIPTION OF THE GENERAL NATURE AND SCOPE OF THE BUSINESS

The Business

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC. ("ERGCCI") is a corporation organized and incorporated jointly by Alsons Land Corporation ("ALC") and Sta. Lucia Realty and Development, Inc. ("SLRDI") on 09 December 1996 for the purpose of operating, managing, and maintaining a golf and country club in General Trias, Cavite.

ERGCCI consists of four (4) world-class golf courses, namely, the Andy Dye, Nick Faldo, Isao Aoki and Greg Norman golf courses. The purchase of either a Class "A", Class "B", or a Class "C" entitles the buyer to the ownership of a share in ERGCCI, membership in the club pursuant to its rules, and access to the amenities and facilities of the club.

ERGCCI prides itself in being the only 72-hole golf course development in the country. Investors in ERGCCI have the unique advantage of having access to four golf courses for the price of one. ERGCCI is fully completed and operational with the completion of the Driving Range.

The main objective and undertaking of the Club is the construction, maintenance and operations of its four golf courses, as well as the Sports Club (tennis, badminton, basketball, swimming pool, bowling lanes and other outdoor related sports) and recreational facilities for the amusement, entertainment and recreation of its Stockholders and Members.

As the name of the Corporation states, its principal services are golf operations; food and beverage operations and other golf related activities such as the operation of golf pro-shop, driving range, golf academy and other recreation activities. Contribution to net income of above services remains the same. There is no substantial difference to its relative contribution. The major source of revenue and their corresponding contribution to total revenues are as follows: green fees net (27.0%) inclusive of guest fees and golf academy, membership fees (50.4%) such us member's contribution, admission, transfer, assignment, change of corporate nominee and playing privilege fees, income from concessionaire (1.7%), income from sports and recreations (1.0%), income from Proshop sales (0.0%) and other golf revenues (19.9%).

ERGCCI, on record, remains as the official seller of the shares and issues all official receipts and documents pertaining to any club share transaction.

A mere 50 kilometers from Makati, ERGCCI competes for membership and golf rounds not just with golf and country clubs within the provinces of Cavite, Laguna, and Batangas but also with those Golf Clubs located within the Metro Manila area. In direct and close competition with ERGCCI within the province of Cavite are Manila Southwoods, Orchard, Sherwood Hills, Riviera, and Tagaytay Highlands Golf and Country Clubs. The ERGCCI believes that it can effectively compete with other Clubs because of its size and the world-class golf and sports facilities it offers. Fees charged are also lower for the same service compared with other Golf and Country Clubs.

ERGCCI remains unmatched in its offerings and facilities. Its 72-hole golf course is the only one in the country and the third of its kind in Southeast Asia, while keeping pace with the other Golf and Country Clubs in terms of pricing, green fees and guests fees.

The horizontal construction and development of the residential and commercial areas of the Project have already been completed including the Main Clubhouse. All developments made are in compliance with the approved land use zoning plan and applicable building regulations.

The natural topography of the area was preserved and used to enhance the Golf Courses. Wetland areas and vegetation remained untouched. To further improve the ecosystem in the area, additional trees have been planted. Moreover, drainage structures were properly installed and tested without affecting or damaging the natural drainage systems such as creeks, rivers and waterways.

The first three (3) mitigating measures were undertaken by SLRDI, while the last mitigating measure was undertaken by ALC pursuant to a Memorandum of Understanding between the parties.

ERGCCI operates under a Certificate of Permit to Offer Securities for Sale issued by the Securities and Exchange Commission ("SEC") and an Environmental Compliance Certificate ("ECC") granted by the Department of Environment and Natural Resources ("DENR").

The Club is not dependent on any particular supplier or group of suppliers for various supplies needed in the maintenance of its facilities. Moreover, it is also not dependent upon a single customer or a few customers. The Club has a total of 1,093 active members and all members can use the facilities and services of the club subject to the club's existing policies and procedures.

The Club has entered into an agreement with related parties for the maintenance of the club facilities, security services and legal consultations.

The Club has no research and development activities during the reporting period.

As of December 31, 2020, the Company has a total of 162 employees which consists of the following:

Position	*Administrative*	*Operations*	*Clerical*	*TOTAL*
Managers	3	5	-	8
Supervisors	9	15	-	24
Rank and file	34	96	-	130
TOTAL	*46*	*116*	-	*162*

The 24 employees under Rank and File are subject to any Collective Bargaining Agreement. Existing supplemental benefits or incentive arrangements are given to managers including a car plan, meals, telephone, transportation, housing and clothing allowances.

Golf rounds, number of paying members and number of players, both in golf and sports, are identified as the registrant's key performance indicators. Decline in these indicators maybe considered as a major risk factor that the Club maybe involved in. However, the registrant believes that through its intensive shares marketing efforts with fully operational golf courses, the Club may not consider the same as a risk factor.

Directors and Executive Officers

As provided in the Articles of Incorporation of the Club, the Board of Directors is composed of nine (9) members, who shall serve for a term of one (1) year or until their successors shall have been duly elected and qualified.

The following are the names, ages, positions, and the terms and lengths of service of the Directors and Executive Officers of the Club.

NAME	**AGE**	**POSITION**	**CITIZENSHIP**	**Term of Service**	**Length of Service**
Tomas I. Alcantara	75	Chairperson	Filipino	1 year	21 years
Exequiel D. Robles	66	Director/President	Filipino	1 year	24 years
Editha I. Alcantara	73	Director/Treasurer	Filipino	1 year	24 years
Mariza Santos-Tan	63	Director/Corp Sec.	Filipino	1 year	24 years
Vicente R. Santos	64	Vice Chairman/Director	Filipino	1 year	24 years
Alfredo Pareja	67	Director	Filipino	1 year	7 years
Benjamin R. Almario	84	Independent Director	Filipino	1 year	19 years
Eulogio M. Gomez	69	Independent Director	Filipino	1 year	19 years
Ramil L. Villanueva	51	Independent Director	Filipino	1 year	13 years
Atty. Angel M. Esguerra, III	60	Asst. Corp. Secretary	Filipino	1 year	11 years

Antonio Carlos S. Ocampo	55	General Manager	Filipino	4 years	4 years
Rodolfo N. Ramirez	63	Sports & Recreation Mgr.	Filipino	Reg. Emp.	18 years

Profiles of Directors and Executive Officers

TOMAS I. ALCANTARA
Chairperson

Tomas I. Alcantara, 75, Filipino, has been the Chairman of the Corporation since July 01, 2000 and serves as such until the present time. He holds a Bachelor of Science degree in Economics from the Ateneo de Manila University, a Masters in Business Administration degree from Columbia University, USA and he attended the Advance Management Program (AMP) of the Harvard Business School. He served as President of Alsons Consolidated Resources, Inc., and several power and property development companies of the Alcantara Group.

Mr. Alcantara served as Undersecretary for the Industry and Investments Group of the Department of Trade and Industry and Vice-Chairman and Managing Head of the Board of Investments from July 1986 to March 1995 and Special Envoy of the Philippine President to the APEC in 1996.

He is the elder brother of Ms. Editha I. Alcantara.

EXEQUIEL D. ROBLES
Director / President

Exequiel D. Robles, 66, Filipino, graduated from San Sebastian College with a degree in Bachelor of Science in Business Administration. He attended seminars on management conducted by Guthrie-Jensen Consultants, Inc. (1997) and Golf Asia International in Malaysia (1992).

He has been the President and General Manager of Sta. Lucia Realty & Development, Inc. for 30 years now. He is responsible for turning Sta. Lucia Realty into a well-respected real estate developer in the country today. He is also the President of nine (9) other affiliated companies of Sta. Lucia, Sta. Lucia East Cinema Corporation since December 1990, Sta. Lucia Waterworks Corporation since November 1990, Sta. Lucia East Commercial Corporation since February 1991, Sta. Lucia East Bowling Center, Inc. and Sta. Lucia East Department Store since October 1993, Valley View Realty and Development Corporation since February 1983, RS Maintenance & Services, Inc. since July 1989, Rob-San East Trading Corporation since February 1991 and RS Night Hawk Security and Investigation Agency since March 1992.

He is the first cousin of Mr. Vicente R. Santos and Ms. Mariza Santos-Tan.

He has been a Member of the Board since 1997 and served as its President since March 1998.

EDITHA I. ALCANTARA
Director / Treasurer

Editha I. Alcantara, 73, Filipino, has served as Director of the Company since 1997 until the present time, and has been its Treasurer since 2000. She holds a Business Administration degree from Maryknoll College and a Masters in Business Administration degree from Boston College. Ms. Alcantara has been the President of C. Alcantara and Sons, Inc. since 1992. She has served as Director in other companies of the Alcantara Group since 1980 and Treasurer since October 2000.

Ms. Alcantara has also been a Trustee of the Philippine Business for the Environment since July 1995; Board Trustee of Miriam College since December 1998; and Adviser to the Board of Director of the Philippine Wood Producers Association, Director and Treasurer of Music Museum Group Inc. since may 1991 and Allegro Resources, Inc. since May 1997.

She is the younger sister of Mr. Tomas I. Alcantara.

MARIZA SANTOS-TAN
Director/Corporate Secretary

Mariza Santos-Tan, 63, Filipino, earned a Management degree from San Sebastian College. She has been the Vice-President for Sales of Sta. Lucia Realty for 26 years. She is responsible for developing sales strategies for residential, commercial and golf development projects of the Sta. Lucia. She also heads the sales department of Valley View Realty and Development, Inc. since February 1983. She is also the Corporate Secretary of Sta. Lucia's affiliated companies which consist of Sta. Lucia East Cinema Corporation since December 1990, Sta. Lucia Waterworks Corporation since November 1990, Sta. Lucia East Commercial Corporation since February 1991, Sta. Lucia East Bowling Center, Inc. and Sta. Lucia East Department Store since October 1993, RS Maintenance & Services, Inc. since July 1989, Rob-San East Trading Corporation since February 1991, Treasurer of Sta. Lucia Land Inc. since 2009 and Vice Chairman of Manila Jockey Club since 2003

She is the sister of Mr. Vicente R. Santos and the first cousin of Mr. Exequiel D. Robles.

She is presently a member of the Board and serves as its Corporate Secretary since 1997.

VICENTE R. SANTOS
Vice Chairman/Director

Vicente R. Santos, 64, Filipino, earned a Management degree from San Sebastian College. He has been the Executive Vice-President of Sta. Lucia Realty Development Inc., for 26 years. He oversees the day-to-day operations of the Company and its projects. He is also Chairman of the Board of affiliate companies Sta. Lucia Land and Board of Director of National Golf Association of the Philippines and Federation of Private Golf Clubs. He is the Chairman of the Board of Orchard Golf & Country Club since 2006. He has been the President of Acropolis North since 2003. He has been the Corporate Secretary of Lakewood Cabanatuan since 2005.

He is the first cousin of Mr. Exequiel D. Robles and the brother of Ms. Mariza Santos-Tan.

He has been a Member of the Board since 1997.

ALFREDO G. PAREJA
Director

Alfredo G. Pareja, 67, Filipino, holds a BS degree in Nursing from St. Anne's College of Nursing. UST supervised in 1977. Worked as Medical Officer in Philiipine-Singapore Ports Corporation, Jeddah, KSA from November 1977 to 1980. He served as a Hospital Administrator at the same Institute from 1980 to1983. He joined the U.S. Navy and became Medical Corpsman of the United States Marine Corps. He retired from the service on 2005. Further, Interviewer for the California Department of Social Services in 2005 to 2013.

He joined the club as a Director in October 23, 2014.

ATTY. ANGEL M. ESGUERRA, III
Assistant Corporate Secretary

Atty. Angel M. Esguerra III, 60, Filipino, was appointed as the Assistant Corporate Secretary of the Company on October 22, 2010. He is a member of the Philippine bar and obtained his Bachelor of Arts degree in Economics and Law degree from the University of the Philippines. Mr. Esguerra practiced with several firms and was internal counsel to a trans-national energy company with power plants in the Asia-Pacific region, and served as the corporate secretary of its Philippine subsidiaries such as Batangas Power Corp. and Subic Power Corp.

In June of 2010, he joined the Alcantara Group as head of its Legal Services department and now serves as the Corporate Secretary of the group's other companies.

ANTONIO CARLOS S. OCAMPO
General Manager

Mr. Antonio Carlos Ocampo, 55, Filipino, has been in the Golf industry for more than 20 years. He is a professional Rules Official and Tournament Director for the Asian PGA, Davidoff Tour, Omega Tour, Asian Tour, Asean PGA, One Asia and the Local Tour and has handled more than 250 International and local professional golf events as the Tournament Director and Rules Official. He is an accredited Golf Course rater (USGA) and also worked with IMG as the Tournament Director for Asia. He has managed hundreds of corporate and amateur golf events.

He is presently managing the Eagle Ridge Golf and Country Club (ERGCC) and came from Valley Golf and CC (GM). His expertise in golf comes in handy to ensure that the Club and its members are fully satisfied in all the services that are rendered by the club.

RODOLFO N. RAMIREZ
Sports and Recreation Manager

Mr. Rodolfo Ramirez, 63, Filipino, has a degree in Bachelor of Science in Mechanical Engineering from Mapua Institute of Technology. He had been the Sports and Recreation Manager of Royale Tagaytay Country Club from 1996 to 2002 and became the Resident Manager for Morocco Beach Resort & Country Club a year thereafter. He joined the Club in August 2003 as Sports and Recreation Manager.

Family Relationships

Mr. Tomas I Alcantara (Chairperson of the Board of Directors) is the elder brother of Ms. Editha I. Alcantara (also a Director).

Mr. Exequiel D. Robles (President of ERGCCI) is the first cousin of the Corporate Secretary, Ms. Mariza Santos-Tan (also a Director) and Mr. Vicente R. Santos (also a Director).

Independent Directors

The following are the Eagle Ridge Golf & Country Club, Inc. independent directors. They are neither officers nor substantial shareholders of the club:

1. Benjamin R. Almario
2. Ramil L. Villanueva
3. Eulogio M. Gomez

Properties

The company has land as its principal property on which the Project was developed. It is located at Barangay Javalera, General Trias, Cavite and consists of around 306 hectares.

The ERGCCI's real properties and other Club improvements are found in Barangay Javalera, Gen. Trias, Cavite. A description of the Club's real property and other improvements like golf courses namely, the Andy Dye, Nick Faldo, Isao Aoki and Greg Norman courses and its verticals, the Dye, Aoki and Main Clubhouses are complete and operational as of report date.

It has an aggregate land area of Three Million Sixty-Seven Thousand and Two Hundred Eighty-Three square meters (3,067,283 sq. m.) covered by 17 separate Transfer Certificates Title, under the Register of Deeds at Trece Martires City, Cavite, Philippines.

The titles to the lots comprising the site of the Project have been properly transferred free of any liens or encumbrances to ERGCCI through a Deed of Assignment dated July 1997. The company is not leasing any property under its name and has no plans of acquiring other properties in the next twelve months.

LEGAL PROCEEDINGS

None of the Directors and Officers was involved in any bankruptcy proceedings as of September 7, 2021 and during the past six years. Neither have they been convicted by final judgment in any criminal proceedings or have been subject to any order, judgment or decree of competent jurisdiction, permanently or temporarily enjoining, barring, suspending, or otherwise limiting their involvement in any type of business, securities, commodities or banking activities, nor found in action by any court or administrative bodies to have violated a securities or commodities law.

Submission of Matters to a Vote of Security Holders

There were no matters submitted to a vote of security holders during the fourth quarter of the fiscal year covered by this report.

OPERATIONAL AND FINANCIAL INFORMATION

Market Price of and Dividends on the Registrant's Common Equity

The shares being offered by ERGCCI, although registered are not listed. Hence, they are not traded in the Philippine Stock Exchange. Trading or sale of shares is made through marketing by real estate agents/brokers. For this type of shares, a permit was secured from the SEC, which was initiated by the filing of a Registration Statement by the Applicant. The buyers of the registrant's golf shares are expected to be from the upper and middle class bracket from Metro Manila and the surrounding cities. At present and during the last three (3) years, the shares are being offered at the following prices:

Class A	-	Php1.0M
Class B	-	Php1.1M
Class C	-	Php1.3M

A total of 18 and 69 transfers of shares in 2020 and 2019 respectively were registered in the Corporation's Stock & Transfer book.

Frequency of Sale/Exchange (transfer) of Shares

		2020	2019
1st Quarter	Class A	0	0
	Class B	0	0
	Class C	0	0
2nd Quarter	Class A	0	0
	Class B	0	0
	Class C	0	1
3rd Quarter	Class A	6	21
	Class B	0	5
	Class C	2	1
4th Quarter	Class A	9	5
	Class B	1	36
	Class C	0	0

As stated in the Articles of Incorporation of ERGCCI, the total authorized capital stock of the company consists of 6,000 no par value common shares divided into 3,600 Class "A" shares, 1,400 Class "B" shares and 1,000 Class "C" shares.

Under the same Articles of Incorporation, out of the 6,000 no par value common shares, Sta. Lucia Realty & Dev., Inc. and Alsons Land Corporation hold 1,500 shares as reserved shares on a 60%-40% basis.

As of June 30, 2021, there are 4,709 outstanding shares (Class A – 3,128; Class B – 889; Class C – 692) and the following are the top twenty (20) shareholders:

Names	Class	No of Shares	Percentage of Total Shares Outstanding (4,709)
1. Sta. Lucia Realty and Development Inc.	A	523	11.11
	B	201	4.27
	C	148	3.14
2. Alsons Land Corporation	A	292	6.20
	B	102	2.17
	C	85	1.81
3. Equitable PCI Bank/Banco De Oro	B	47	1.00
	C	49	1.04
4. Metropolitan Bank & Trust Company	A	86	1.83
5. Philippine National Bank	A	42	0.89
	B	30	0.64
6. United Coconut Planters Bank	A	20	0.43
	B	5	0.11
	C	13	0.28
7. Security Bank Corporation	A	26	0.55
8. International Exchange Bank	B	21	0.45
9. Philippine Deposit Insurance Corporation	A	20	0.43
10. Chailease Finance Corporation	A	11	0.23
11.Ebenezer International College	C	14	0.30
12. International Management Design	B	10	0.21
13.Insular Life Savings and Trust Company	A	8	0.17
14.Rizal Commercial Industrial Corporation	A	8	0.17
15.James O. Dy	A	7	0.15
16.Korea Tours & Travel Corp.	C	6	0.13
17.Ciriaco Realty & Dev't. Corp	A	5	0.11
18.Sang Jang Printing Inc.	C	5	0.11
19.Joseph Tan Cheng & Antonette Lim Cheng	A	4	0.08
20..Dee C. Chuan & Sons	A	4	0.08
21.RCS Marketing Corporation	A	4	0.08
22.Mariza S. Tan	A	4	0.08
23.Hsieh Ong Chiu Yong	A	4	0.08

The registrant, being a non-profit organization, will not be declaring dividends as provided in its Articles of Incorporation and By-Laws. Thus, there are no restrictions that limit the ability of ERGCCI to pay dividends on common equity or that are likely to do so in the future.

Moreover, there are no recent sales for the unregistered securities of the company.

CORPORATE GOVERNANCE

(a) Compliance with SEC Memorandum Circular No. 2 dated April 5, 2002, as well as all relevant Circulars on Corporate Governance have been monitored;

Eagle Ridge Golf & Country Club, Inc. its directors, officers and employees complied with all the leading practices and principles on good corporate governance as embodied in the company's Manual;

Eagle Ridge Golf & Country Club, Inc. also complied with the appropriate performance self-rating assessment and performance evaluation system to determine and measure compliance with the Manual;

Some Senior Management officers and a Director have attended a seminar on Corporate Governance. We shall schedule the complete attendance of the others on the required seminar on Corporate Governance for the members of the Board and the Corporation's Senior Management Team by the First Quarter of 2008 for those who have not attended the required seminars.

(b) The Club regularly informs independent board of directors of regular seminars regarding responsibility of independent board of directors as well as guidelines per SEC regulations.

There is a process which determines whether a director conducts fair business transactions, devotes necessary time and attention to discharge his duties, act judiciously, exercise independent judgment, has working legal knowledge affecting the company, observes confidentiality and ensures soundness, effectiveness and adequacy of company's control environment.

(c) No major deviations from the adopted Manual on Corporate Governance.

(d) Officers in charge of the nomination/selection, audit compensation is given regular updates on compliance circulars.

The decisions that are being made by the Board are clearly documented and understood.

Majority of the Boards are independent of the Chief Executive Officer, management team and have no commercial dealings with the organization.

The Board members have access to independent professional advice to enable them to discharge their duties.

There are mechanisms to monitor the performance of the Board and individual Board members.

The company has an overall organizational plan, which is supported by a business plan, budgets and marketing plan.

Annex "B"

COVER SHEET
for
AUDITED FINANCIAL STATEMENTS

SEC Registration Number

A	1	9	9	6	1	0	8	2	6	

COMPANY NAME

EAGLE RIDGE GOLF AND COUNTRY
CLUB, INC.

PRINCIPAL OFFICE *(No. / Street / Barangay / City / Town / Province)*

Crisanto Delos Reyes Rd., Brgy.
Javalera, Gen. Trias, Cavite

Form Type	Department requiring the report	Secondary License Type, If Applicable
AAFS	CRMD	N/A

COMPANY INFORMATION

Company's Email Address	Company's Telephone Number	Mobile Number
ergcc_finance@yahoo.com	(046) 419-2841	09178013639

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
2,048	Any day of October	12/31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Mariza S. Tan	stalucia203@yahoo.com	(02) 722-5811	09175000203

CONTACT PERSON's ADDRESS

Cluster A, Alexandra Condo., Ugong, Pasig City

NOTE 1 : *In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.*

2 : *All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its*

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BOA/PRC Reg. No. 0001,
October 4, 2018, valid until August 24, 2021
SEC Accreditation No. 0012-FR-5 (Group A),
November 6, 2018, valid until November 5, 2021

INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
Eagle Ridge Golf and Country Club, Inc.
Crisanto Delos Reyes Rd., Brgy. Javalera
General Trias, Cavite

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Eagle Ridge Golf and Country Club, Inc. (the Club), which comprise the statements of financial position as at December 31, 2020 and 2019, and the statements of comprehensive income, statements of changes in equity and statements of cash flows for each of the three years in the period ended December 31, 2020, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Club as at December 31, 2020 and 2019, and its financial performance and its cash flows for each of the three years in the period ended December 31, 2020 in accordance with Philippine Financial Reporting Standards (PFRSs).

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Club in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PFRSs, 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.

In preparing the financial statements, management is responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Club or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Club's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 Club's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Club's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Club to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Report on the Supplementary Information Required Under Revenue Regulations No. 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 No. 15-2010 in Note 24 to the financial statements 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 Eagle Ridge Golf and Country Club, 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.

Manolito R. Elle
Partner
CPA Certificate No. 106471
SEC Accreditation No. 1618-AR-1 (Group A),
November 11, 2019, valid until November 10, 2022
Tax Identification No. 220-881-929
BIR Accreditation No. 08-001998-128-2019,
November 27, 2019, valid until November 26, 2022
PTR No. 8534244, January 4, 2021, Makati City

May 12, 2021

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INDEPENDENT AUDITOR'S REPORT
ON SUPPLEMENTARY SCHEDULES

The Stockholders and the Board of Directors
Eagle Ridge Golf and Country Club, Inc.
Crisanto Delos Reyes Rd., Brgy. Javalera
General Trias, Cavite

We have audited in accordance with Philippine Standards on Auditing, the financial statements of Eagle Ridge Golf and Country Club, Inc. (the Club) as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020, included in this Form 17-A, and have issued our report thereon dated May 12, 2021. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Financial Statements and Supplementary Schedules are the responsibility of the Club's management. These schedules are presented for the purpose of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the financial information required to be set forth therein in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Manolito R. Elle
Partner
CPA Certificate No. 106471
SEC Accreditation No. 1618-AR-1 (Group A),
November 11, 2019, valid until November 10, 2022
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November 27, 2019, valid until November 26, 2022
PTR No. 8534244, January 4, 2021, Makati City

May 12, 2021

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
STATEMENTS OF FINANCIAL POSITION

	December 31	
	2020	2019
ASSETS		
Current Assets		
Cash in banks (Note 4)	**₱37,947,332**	₱34,539,545
Receivables (Note 5)	**14,481,395**	14,489,515
Inventories - at net realizable value (Note 6)	**4,340,292**	2,781,871
Other current assets (Note 7)	**7,349,906**	17,469,584
Total Current Assets	**64,118,925**	69,280,515
Noncurrent Assets		
Land at revalued amount (Notes 8 and 12)	**9,201,849,000**	7,054,750,900
Property and equipment (Note 9)	**809,283,944**	849,789,360
Other noncurrent assets (Note 7)	**37,495,361**	27,406,295
Total Noncurrent Assets	**10,048,628,305**	7,931,946,555
TOTAL ASSETS	**₱10,112,747,230**	₱8,001,227,070
LIABILITIES AND EQUITY		
Current Liability		
Accounts payable and other current liabilities (Notes 10, 14 and 21)	**₱349,575,575**	₱334,597,756
Noncurrent Liabilities		
Pension liability (Note 17)	**21,612,228**	17,639,276
Asset retirement obligation (Note 11)	**9,266,996**	9,724,811
Deferred income tax liability (Notes 8 and 18)	**2,543,841,954**	1,899,712,524
Total Noncurrent Liabilities	**2,574,721,178**	1,927,076,611
Total Liabilities	**2,924,296,753**	2,261,674,367
Equity		
Capital stock (Note 13)	**1,822,094,441**	1,822,094,441
Additional paid-in capital	**15,454,374**	15,454,374
Shares allocated to landowner and developer (Notes 1 and 12)	**684,948,850**	684,948,850
Revaluation increment on land - net of tax (Note 8)	**5,935,631,227**	4,432,662,557
Remeasurement loss on pension liability (Note 17)	**(5,033,723)**	(3,118,616)
Deficit	**(1,264,644,692)**	(1,212,488,903)
Total Equity	**7,188,450,477**	5,739,552,703
TOTAL LIABILITIES AND EQUITY	**₱10,112,747,230**	₱8,001,227,070

See accompanying Notes to Financial Statements.

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31		
	2020	2019	2018
REVENUES (Notes 15 and 21)			
Membership fees	**₱73,781,945**	₱79,297,505	₱81,426,876
Green fees	**37,716,299**	47,724,065	43,703,889
Golf cart income	**16,988,861**	24,820,543	23,646,730
Bucket rental income	**2,523,791**	3,248,601	3,369,404
Revenues from concessionaires	**1,382,158**	3,388,527	2,726,868
Revenues from sports and recreation operations	**540,576**	1,561,538	1,639,772
Other golf revenues	**2,308,375**	4,318,362	5,089,468
	135,242,005	164,359,141	161,603,007
COSTS AND EXPENSES (Note 16)	**(129,603,251)**	(168,669,495)	(171,705,554)
DEPRECIATION (Note 9)	**(55,757,034)**	(46,841,258)	(41,592,093)
INTEREST EXPENSE (Notes 11 and 14)	**(3,592,341)**	(2,147,633)	(86,353)
INTEREST INCOME (Note 4)	**96,191**	85,664	111,792
OTHER INCOME - Net (Note 15)	**1,458,641**	10,276	47,678,396
LOSS BEFORE INCOME TAX	**(52,155,789)**	(53,203,305)	(3,990,805)
PROVISION FOR CURRENT INCOME TAX (Note 18)	–	(583,734)	(760,702)
NET LOSS	**(52,155,789)**	(53,787,039)	(4,751,507)
OTHER COMPREHENSIVE INCOME NOT TO BE RECLASSIFIED TO PROFIT OR LOSS IN SUBSEQUENT PERIODS			
Revaluation increment on land (Note 8)	**2,147,098,100**	613,456,900	306,728,000
Tax effect	**(644,129,430)**	(184,037,070)	(92,018,400)
	1,502,968,670	429,419,830	214,709,600
Remeasurement gain (loss) on pension liability (Note 17)	**(1,915,107)**	(3,210,854)	1,442,364
	1,501,053,563	426,208,976	216,151,964
TOTAL COMPREHENSIVE INCOME	**₱1,448,897,774**	₱372,421,937	₱211,400,457
Loss Per Share (Note 13)	**(₱8,693)**	(₱8,965)	(₱792)

See accompanying Notes to Financial Statements.

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EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2020, 2019 and 2018

	Capital Stock (Note 13)	**Additional Paid-in Capital**	**Shares Allocated to Landowner and Developer** (Note 12)	**Revaluation Increment on Land, net of tax** (Note 8)	**Remeasurement Gain (Loss) on Pension Liability** (Note 17)	**Deficit**	**Total**
Balance at December 31, 2017	₱1,887,355,015	₱15,454,374	₱684,948,850	₱3,788,533,127	(₱1,350,126)	(₱1,153,950,357)	₱5,220,990,883
Subscriptions receivable	(65,260,574)	–	–	–	–	–	(65,260,574)
	1,822,094,441	15,454,374	684,948,850	3,788,533,127	(1,350,126)	(1,153,950,357)	5,155,730,309
Net loss	–	–	–	–	–	(4,751,507)	(4,751,507)
Other comprehensive income	–	–	–	214,709,600	1,442,364	–	216,151,964
Total comprehensive income (loss)	–	–	–	214,709,600	1,442,364	(4,751,507)	211,400,457
Balance at December 31, 2018	₱1,822,094,441	₱15,454,374	₱684,948,850	₱4,003,242,727	₱92,238	(₱1,158,701,864)	₱5,367,130,766
Balance at December 31, 2018	₱1,822,094,441	₱15,454,374	₱684,948,850	₱4,003,242,727	₱92,238	(₱1,158,701,864)	₱5,367,130,766
Net loss	–	–	–	–	–	(53,787,039)	(53,787,039)
Other comprehensive income (loss)	–	–	–	429,419,830	(3,210,854)	–	426,208,976
Total comprehensive income (loss)	–	–	–	429,419,830	(3,210,854)	(53,787,039)	372,421,937
Balance at December 31, 2019	₱1,822,094,441	₱15,454,374	₱684,948,850	₱4,432,662,557	(₱3,118,616)	(₱1,212,488,903)	₱5,739,552,703
Balance at December 31, 2019	**₱1,822,094,441**	**₱15,454,374**	**₱684,948,850**	**₱4,432,662,557**	**(₱3,118,616)**	**(₱1,212,488,903)**	**₱5,739,552,703**
Net loss	**–**	**–**	**–**	**–**	**–**	**(52,155,789)**	**(52,155,789)**
Other comprehensive income (loss)	**–**	**–**	**–**	**1,502,968,670**	**(1,915,107)**	**–**	**1,501,053,563**
Total comprehensive income (loss)	**–**	**–**	**–**	**1,502,968,670**	**(1,915,107)**	**(52,155,789)**	**1,448,897,774**
Balance at December 31, 2020	**₱1,822,094,441**	**₱15,454,374**	**₱684,948,850**	**₱5,935,631,227**	**(₱5,033,723)**	**(₱1,264,644,692)**	**₱7,188,450,477**

See accompanying Notes to Financial Statements.

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
STATEMENTS OF CASH FLOWS

	Years Ended December 31		
	2020	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before income tax	**(₱52,155,789)**	(₱53,203,305)	(₱3,990,805)
Adjustments to reconcile loss before income tax to net cash flows:			
Depreciation (Note 9)	**55,757,034**	46,841,258	41,592,093
Interest expense (Notes 11 and 14)	**3,592,341**	2,147,633	86,353
Movement in pension liability (Note 17)	**2,057,845**	2,019,796	3,805,146
Remeasurement on asset retirement obligation (Notes 11 and 15)	**(515,411)**	–	–
Interest income (Note 4)	**(96,191)**	(85,664)	(111,792)
Net unrealized foreign exchange loss (gain)	**4,856**	10,741	(33,283)
Gain on disposal of property and equipment (Note 15)	–	–	(60,589)
Income (loss) before working capital changes	**8,644,685**	(2,269,541)	41,287,123
Decrease (increase) in:			
Inventories	**(1,558,421)**	(621,630)	19,899
Receivables	**8,120**	(3,828,767)	9,657,586
Other assets	**30,612**	6,853,920	2,443,679
Increase (decrease) in accounts payable and other current liabilities	**4,260,393**	31,804,633	(45,042,903)
Cash generated from operations	**11,385,389**	31,938,615	8,365,384
Interest received	**96,191**	85,664	111,792
Income tax paid, including creditable withholding taxes	–	(552,213)	(951,229)
Net cash flows from operating activities	**11,481,580**	31,472,066	7,525,947
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of property and equipment (Note 9)	**(8,068,937)**	(18,286,351)	(8,210,845)
Proceeds from disposal of property and equipment	–	–	236,000
Net cash flows used in investing activities	**(8,068,937)**	(18,286,351)	(7,974,845)
EFFECT OF EXCHANGE RATE CHANGES ON CASH IN BANKS	**(4,856)**	(10,741)	33,283
NET INCREASE (DECREASE) IN CASH IN BANKS	**3,407,787**	13,174,974	(415,615)
CASH IN BANKS AT BEGINNING OF YEAR	**34,539,545**	21,364,571	21,780,186
CASH IN BANKS AT END OF YEAR (Note 4)	**₱37,947,332**	₱34,539,545	₱21,364,571

See accompanying Notes to Financial Statements.

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EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
NOTES TO THE FINANCIAL STATEMENTS

1. General Information

Corporate Information

Eagle Ridge Golf and Country Club, Inc. (the Club) is incorporated on December 9, 1996. The Club is engaged primarily to maintain, manage and carry on a social and recreation club in the Municipality of General Trias, Province of Cavite, for amusement, entertainment, instruction and recreation of its members.

The development of the golf course complex (the Complex) of the Club is covered by the following Memorandum of Agreements (MOAs): (1) October 10, 1994 MOA between Alsons Land Corporation (ALC) and Sta. Lucia Realty and Development Inc. (SLRDI), referred together as the "Joint Venture Partners" and, the Club's major shareholders; and (2) the June 17, 1997 MOA among Joint Venture Partners and the Club.

Under the foregoing MOAs, ALC will contribute to the Club about 306.73 hectares of land to be developed by SLRDI into golf courses, complete with clubhouse and amenities. In exchange for the land and development works, the Club will remit to the Joint Venture Partners the proceeds from the sale of the Club shares. The 1997 MOA also provides that in the event that not all of the shares are sold in the 2-year offering period, the unsold shares shall be allocated to the landowner and developer and shall be considered as full payment for the golf areas and development (see Note 12).

The registered office address of the Club is Crisanto Delos Reyes Rd. Brgy. Javalera, General Trias, Cavite.

Status of Operations and Management's Action Plans

The Club has incurred a net loss amounting to ₱52.16 million, ₱53.79 million and ₱4.75 million for each of the three years in the period ended December 31, 2020. Further, as of December 31, 2020 and 2019, the Club's deficit amounted to ₱1.26 billion and ₱1.21 billion, respectively. Also, the Club's current liabilities already exceeded its current assets by ₱285.46 million and ₱265.32 million as of December 31, 2020 and 2019, respectively.

The Club's current liabilities consist significantly of liabilities from related parties. Management believes that the creditors, especially its related parties, will not immediately demand payment. The Club's Joint Venture Partners have expressed their commitment not to demand payment for at least 12 months from the balance sheet date. Thus, the financial statements are prepared on a going concern basis.

Authorization and Approval for Issuance of Financial Statements

The financial statements were authorized and approved for issue by the Board of Directors (BOD) of the Club on May 12, 2021.

2. Basis of Preparation and Summary of Significant Accounting Policies

Basis of Preparation

The financial statements of the Club have been prepared on the historical cost basis, except for land, which has been measured at revalued amount. The financial statements are presented in Philippine peso, which is the Club's functional and presentation currency. All values are rounded off to the nearest peso, except when otherwise indicated.

Statement of Compliance

The financial statements have been prepared in accordance with Philippine Financial Reporting Standards (PFRSs).

Changes in Accounting Policies and Disclosures

The accounting policies adopted are consistent with those of the previous financial year, except that the Club has adopted the following new pronouncements starting January 1, 2020. Adoption of these pronouncements did not have any significant impact on the Club's financial position or performance, unless otherwise indicated. Additional disclosures have been included in the notes to financial statements, as applicable.

- Amendments to PFRS 3, *Business Combinations, Definition of a Business*
- Amendments to PFRS 7, *Financial Instruments: Disclosures* and PFRS 9, *Financial Instruments, Interest Rate Benchmark Reform*
- Amendments to PAS 1, *Presentation of Financial Statements,* and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*
- Conceptual Framework for Financial Reporting issued on March 29, 2018
- Amendments to PFRS 16, *COVID-19-related Rent Concessions*

Future Changes in Accounting Policies

Pronouncements issued but not yet effective are listed below. The Club intends to adopt the following pronouncements when they become effective. Adoption of these pronouncements is not expected to have a significant impact in the Club's financial statements.

Effective beginning on or after January 1, 2021

- Amendments to PFRS 9, PFRS 7, PFRS 4 and PFRS 16, *Interest Rate Benchmark Reform – Phase 2*

Effective beginning on or after January 1, 2022

- Amendments to PFRS 3, *Reference to the Conceptual Framework*
- Amendments to PAS 16, *Plant and Equipment: Proceeds before Intended Use*
- Amendments to PAS 37, *Onerous Contracts - Costs of Fulfilling a Contract*
- *Annual Improvements to PFRSs* 2018-2020 Cycle
  - Amendments to PFRS 1, *First-time Adoption of Philippines Financial Reporting Standards, Subsidiary as a first-time adopter*
  - Amendments to PFRS 9, *Financial Instruments*, *Fees in the '10 percent' test for derecognition of financial liabilities*
  - Amendments to PAS 41, *Agriculture*, *Taxation in fair value measurements*

Effective beginning on or after January 1, 2023

- Amendments to PAS 1, *Classification of Liabilities as Current or Non-current*
- PFRS 17, *Insurance Contracts*

Deferred effectivity

- Amendments to PFRS 10, *Consolidated Financial Statements*, and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Club continues to assess the impact of the above new and amended accounting standards and interpretations effective subsequent to December 31, 2020. Additional disclosures required by these new and amended accounting standards and interpretations will be included in the financial statements when they are adopted.

Summary of Significant Accounting and Financial Reporting Policies
The significant accounting and financial reporting policies adopted in the preparation of the financial statements are set out below:

Current versus Noncurrent Classification
The Club presents assets and liabilities in the statement of financial position based on current or noncurrent classification. An asset is current when:

- It is expected to be realized or intended to be sold or consumed in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is expected to be realized within 12 months after the reporting period; or
- It is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as noncurrent.

A liability is current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within 12 months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

The Club classifies all other liabilities as noncurrent.

Deferred income tax asset and liability is classified as noncurrent asset and liability, respectively. Pension asset and liability is classified as noncurrent asset and liability, respectively.

Fair Value Measurement
The Club measures land at fair value at each reporting date. The Club also discloses the fair values of financial instruments.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Club.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Club uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Club determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

External appraisers are involved for the significant assets such as certain items under property and equipment. Involvement of external appraisers is decided every three to five years. In cases wherein significant changes in fair value of the assets are expected during the year, the Club would recognize an annual involvement of external appraisers. The Club decides, after discussions with the external appraisers, which valuation techniques and inputs to use for each case.

At each reporting date, the Club analyzes the movement in the value of the assets which are required to be remeasured or reassessed based on the Club's accounting policies. For this analysis, the Club verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents. The Club, in conjunction with the external appraisers, also compares the change in the fair value of each asset with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Club has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Cash in Banks

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 the date of acquisition and that are subject to an insignificant risk of change in value.

Financial Instruments

A financial instrument is any contract that gives rise to financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets
Initial recognition and measurement. Financial assets are classified, at initial recognition, and subsequently measured at amortized cost, fair value through other comprehensive income (FVOCI), and fair value through profit or loss (FVPL).

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Club's business model for managing them. The Club initially measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Club's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement. For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at FVPL

The Club has no financial assets at FVPL and FVOCI.

Financial assets at amortized cost (debt instruments). This category is most relevant to the Club. The Club measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding

Financial assets at amortized cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Club's financial assets at amortized cost includes cash in banks and cash equivalents and receivables.

Impairment of financial assets. The Club recognizes an allowance for ECLs for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Club expects to receive, discounted at an approximation of the original EIR. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For cash in banks, the Club applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Club's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. To estimate the ECL, the Club uses the ratings published by a reputable rating agency.

For receivables, the Club applies a simplified approach in calculating ECLs. Therefore, the Club does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Club has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to debtors and the economic environment.

Generally, the Club considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Club may also consider a financial asset to be in default when internal or external information indicates that the Club is unlikely to receive the outstanding contractual cash flows in full before taking into account any credit enhancements held by the Club. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial liabilities
Initial recognition and measurement. Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Club's financial liabilities consist of accounts payable and other current liabilities which are classified as loans and borrowings.

The Club has no financial liabilities at FVPL or derivative liabilities designated as hedging instruments.

Subsequent measurement. After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as interest expense in profit or loss.

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 primarily derecognized (i.e. removed from the statement of financial position) when:

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

When the Club has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Club continues to recognize the transferred asset to the extent of the Club's continuing involvement. In that case, the Club also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Club has retained.

Financial liability. A financial liability is derecognized when the obligation under the liability is discharged or cancelled, or expires. When 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 the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of comprehensive income.

Offsetting of financial instruments
Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously. The Club assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Club and all of the counterparties.

Inventories
Inventories are stated at the lower of cost and net realizable value (NRV). Costs incurred in bringing each product to its present location and conditions are determined using the first-in, first-out method. NRV is the current replacement cost.

Other Current Assets
Other current assets pertain to input taxes and prepayments. Prepayments represent expenses paid in advance. Prepayments are apportioned over the period covered by the payment and charged to the appropriate accounts in profit or loss when incurred.

Land at Revalued Amount
Land located at Eagle Ridge Golf and Residential Estate, Barangays Tractora and Javalera, General Trias, Cavite, wherein the golf courses were developed, are carried at latest revalued amounts as determined by an independent firm of appraisers. The appraisal increment resulting from the revaluation was credited to "Revaluation increment on land" account, net of the related deferred income tax liability, shown in the equity section of the statement of financial position and statement of changes in equity, except to the extent that it reverses a revaluation decrease of the same asset previously recognized as impairment loss in the statement of comprehensive income, in which case the increase is recognized as part of profit or loss in the statement of comprehensive income. A revaluation decrease is recognized in the statement of comprehensive income, except to the extent that it offsets an existing surplus on the same asset recognized in the asset revaluation reserve.

Property and Equipment
Property and equipment is stated at cost, excluding the costs of day-to-day servicing, less accumulated depreciation and any accumulated impairment in value. Such cost consists of the purchase price and any directly attributable costs of bringing the property and equipment to its location and condition necessary for it to be capable of operating in the manner intended by management for its intended use. The cost of replacing a part is included if the recognition criteria are met. Likewise, when major repairs and maintenance is performed, its cost is recognized in the

carrying amount of the item of property and equipment as a replacement if the recognition criteria are satisfied. Such major repairs and maintenance is capitalized and depreciated over the next major repairs and maintenance activity. All other repair and maintenance is recognized in the statement of comprehensive income as incurred.

Depreciation are calculated using the straight-line method over the following estimated useful lives:

	No. of Years
Land improvements:	
Fairways and other golf course developments	42 years
Sand bunkers	15 years
Greens and tees	15 years
Building and improvements:	
Main structure	16 to 38 years
Improvements	10 to 78 years
Clubhouse landscaping	10 years
Facilities equipment	2 to 5 years
Kitchen equipment	2 to 5 years
Furniture and fixtures	2 to 5 years
Transportation equipment	5 years

Each component of an item of property and equipment with a cost that is significant in relation to the total cost of the item of property and equipment is depreciated separately.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the property and equipment (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of comprehensive income in the year the property and equipment is derecognized.

The residual values, useful lives and depreciation method are reviewed at each reporting date to ensure that the residual values, periods and the method of depreciation are consistent with the expected pattern of economic benefits from items of property and equipment.

Fully depreciated property and equipment are retained in the accounts until they are no longer in use.

Impairment of Nonfinancial Assets
The Club assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, the Club 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 (CGU) fair value less costs of disposal and its value in use. Recoverable amount 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. When the carrying amount of an asset or CGU 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 assessment of the time value of money and the risks specific to the asset. In determining the fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies, or other available the fair value indicators.

The Club bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Club's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses are recognized in profit or loss in the expense category consistent with the function of the impaired asset, except for land which was previously revalued with the revaluation taken to other comprehensive income (OCI). For land, the impairment is recognized in OCI up to the amount of any previous revaluation.

An assessment is made at each reporting date 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 and amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of comprehensive income unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase. After such a 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.

Pension Liability and Employee Benefits
Defined Benefit Plan. The pension liability is the present value of the defined benefit obligation at the end of the reporting period. The cost of providing benefits under the defined benefit plans is actuarially determined using the projected unit credit method.

Pension costs comprise the following:

- Service cost
- Interest on defined benefit liability
- Remeasurements of defined benefit liability

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as expense in profit or loss. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuary.

Interest on the pension liability is the change during the period in the pension liability that arises from the passage of time which is determined by applying the discount rate based on government bonds to the pension liability. Interest on the pension liability is recognized as part of interest expense in profit or loss.

Remeasurements comprising actuarial gains and losses are recognized immediately in OCI in the period in which they arise.

Employee Leave Entitlement. Employee entitlements to annual leave are recognized as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before 12 months after the end of the annual reporting period is recognized for services rendered by employees up to the end of the reporting period.

Equity
Capital stock consists of no par value common stock and is measured at stated value. When the shares are sold at premium, the difference between the proceeds and the par value is credited to the "Additional paid-in capital" account.

Subscription receivable representing uncollected consideration from members for subscription of shares, are reflected as deduction from capital stock in the statement of changes in equity. Cancellation of shares are measured based on the original consideration paid by the member and is reflected as deduction in capital stock and related subscription receivable.

Issuances of a specific number of the Club's equity instruments in exchange for land and golf course development costs arising from contracts are classified in equity.

Deficit represents accumulated excess of expenses over members' contributions and fees.

Revenue Recognition
Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at amount that reflects the consideration to which the Club expects to be entitled in exchange for those goods and services. The Club has generally concluded that it is principal in its revenue arrangements because it typically controls the goods and services before transferring them to the customer.

The Club assesses its revenue arrangements against specific criteria in order to determine if it is acting as principal or agent. The Club has concluded that, except for Pro-shop sales and Revenue from concessionaires, it is the principal in all of its revenue arrangements since it is the primary obligor in the revenue arrangements, has pricing latitude and is also exposed to inventory risk.

Membership fees. Members are given the advantages and opportunities to use the Club's facilities free of charge in exchange of contribution through payment membership fees. Revenue from membership fees is recognized over time using the agreed transaction price between the Club and the members because the member simultaneously receives and consumes the benefits provided by the Club. The Club elects the practical expedient to recognize revenue based on amounts invoiced to the members, since this method of measuring progress best depicts the performance provided.

Membership fees consist of the following:

- Members' contributions represent monthly dues that are billed one month in advance and are recognized when earned.
- Admission fees represent revenue from the admission of member and is recognized upon activation of membership.
- Transfer and assignment fees represent income from registration of transfer of ownership of a golf share in the Club's stock and transfer book. Revenues are recognized when related service is rendered and ownership has been transferred.
- Playing rights represent annual fee that is recognized upon assignment of playing rights.
- Change in corporate nominee represent fee to change nominee of corporate shareholder and is recognized when the related service is rendered and corporate nominee has been changed.

Green fees. Revenue from the use of the Club's golf course is recognized over time, that is when services are rendered and amenities are used.

Revenue from concessionaires. Revenues derived from entities allowed to do business within the Club premises are recognized over time. Commission is computed as 10% of the food and beverage sales of the concessionaire net of applicable discount and VAT.

Revenue from sports and recreation operations. Revenue from the use of the Club's facilities is recognized over time, that is when facilities are used.

Pro-shop sales. Revenue from pro-shop sales is recognized at the point in time when control of the asset is transferred to the customer, generally upon delivery and acceptance by the customer. In considering the transaction price for the pro-shop sales, the Club considers the effects of any variable consideration, the existence of significant financing components, noncash consideration, and consideration payable to customers, if any.

Contract balances
Contract assets. A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Club performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognized for the earned consideration that is conditional.

Receivables. A receivable represents the Club's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract liabilities. A contract liability is the obligation to transfer goods or services to a customer for which the Club has received consideration (or an amount of consideration is due) from the customer. If the customer pays consideration before the Club transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Club performs under the contract.

Other Income
Golf cart and bucket rental income. Income derived from the rental of golf carts and golf balls in the driving range is recognized when used.

Interest income. Revenue is recognized as the interest accrues, taking into account the effective yield on the asset.

Costs and Expenses Recognition
Costs and 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. Costs and expenses are recognized in the statement of comprehensive income in the period these are incurred.

Leases

Accounting Policies Starting January 1, 2019

The Club assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Short-term leases. The Club applies the short-term lease recognition exemption to its short-term leases of office spaces and parking slots (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognized as expense on a straight-line basis over the lease term.

Accounting Policies Prior to January 1, 2019

The Club as a lessee
A lease is classified at the inception date as a finance lease or an operating lease. A lease that transfers substantially all the risks and rewards incidental to ownership to the Club is classified as a finance lease.

Finance leases are capitalized at the commencement of the lease at the inception date fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and the reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to the statement of income.

Operating lease is a lease other than a finance lease. Operating lease payments are recognized as an operating expense in the statement of income on a straight-line basis over the lease term, except for contingent rental payments which are expensed when they arise.

Accounting Policies Applicable to All Periods Presented

The Club as a lessor
Leases in which the Club does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Foreign Currency-denominated Transactions
Transactions in foreign currencies are initially recorded at the functional currency spot rates at the date the transaction first qualifies for recognition.

Cash denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognized in profit or loss.

Taxes
Current income tax. Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the tax authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the statement of financial position date. Current income tax for current and prior periods shall, to the extent unpaid, be recognized as a liability and is presented as "Income tax payable" in the statement of financial position. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognized as an asset and is presented as part of "Other current assets" in the statement of financial position.

Deferred income tax. Deferred income tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred income tax liabilities are recognized for all taxable temporary differences, except:

- When the deferred income tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of transaction, affects neither the accounting profit nor taxable income; or
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognized to the extent that it is probable that taxable income will be available against which the deductible temporary differences and carryforward benefits of excess MCIT and NOLCO can be utilized, except as summarized below.

- When the deferred income tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable income; or
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable income will be available against which the temporary differences can be utilized.

The carrying amount of deferred income tax assets is reviewed at the end of each statement of financial position date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax assets to be utilized. Unrecognized deferred income tax assets are reassessed at each statement of financial position date and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of the reporting period.

Income tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred income tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred income tax assets and liabilities are offset, if a legally enforceable right exists to offset current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same tax authority.

Value-added tax. Revenues, expenses, and assets are recognized net of the amount of value-added tax (VAT), if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the statement of financial position to the extent of the recoverable amount.

Provisions

General provisions. Provisions are recognized when the Club has a present obligation (legal or constructive) as a result of a past event; it is probable that an outflow of resources embodying the economic benefits will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the Club expects same or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of comprehensive income, net of any reimbursement.

Asset retirement obligation. The asset retirement obligation arose from the Club's obligation to dismantle non-useable improvements over the area that it occupied at the end of its operations. A corresponding asset is recognized in property and equipment. Dismantlement costs are provided at the present value of expected costs to settle the obligation using estimated cash flows. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the dismantlement liability. The unwinding of the discount is expensed as incurred and recognized in the statement of comprehensive income as interest expense. The estimated future costs of dismantlement are reviewed annually and adjusted as appropriate. Changes in the estimated future costs or in the discount rate applied are added to or deducted from the cost of the asset.

Contingencies

Contingent liabilities are not recognized in the financial statements but they are disclosed in the notes to financial statements unless the possibility of an outflow of resources embody economic benefit is remote. Contingent assets are not recognized in the financial statements but are disclosed in the notes to the financial statements when an inflow of economic benefit is probable.

Loss per Share

Basic loss per share amounts are calculated by dividing loss for the year by the weighted average number of ordinary shares outstanding during the year.

The effect of any potential ordinary shares is not included in the computation of loss per share because it is considered antidilutive.

Segment Reporting

Operating segments are organized and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets. Financial information on operating segments is presented in Note 22 to the financial statements.

Events after the Reporting Date

Post year-end events that provide additional information about the Club's financial position at the financial reporting date (adjusting events), if any, are reflected in the financial statements. However, post year-end events that are not adjusting events are disclosed in the notes to financial statements when material.

3. Significant Accounting Judgments, Estimates and Assumptions

The preparation of the Club's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require material adjustment to the carrying amount of the asset or liability affected in future periods.

Judgment

In the process of applying the Club's accounting policies, management has made the following judgment, which have the most significant effect on the amounts recognized in the financial statements:

Management's use of going concern assumption

Management believes that with the commitment from their Joint Venture Partners to not demand payment for at least 12 months from the balance sheet date, the Club will be able to continue as a going concern. Accordingly, the financial statements have been prepared on a going concern basis of accounting.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Club based its estimates and assumptions on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments however, may change due to market changes or circumstances arising beyond the control of the Club. Such changes are reflected in the assumptions when they occur.

Estimating fair value of land

The Club's land is carried in the financial statements at revalued amount. The Club has established a process by which measurement of fair values of the land is in place for financial reporting purposes. This primarily involves the expertise of an independent valuer.

The valuer normally considers certain unobservable inputs and valuation adjustments to provide a reasonable indication of the fair value. Any significant changes to these inputs and adjustments could significantly affect the amount of the fair value of the land. Valuation reports are conducted every two to three years or whenever management has identified any significant change in the status and condition of the asset. The Club engaged an independent valuation specialist to assess the fair value of the land. The value of the land was estimated by using the "Sales Comparison Approach". This is a comparative approach to value that considers the properties offered for sale and the related market data and establishes a value estimate by processes involving comparisons and adjusted for the marketability, nature, bargaining allowance, location and size of the properties. Significant increase (decrease) in estimated price per square meter would result in a significantly higher (lower) fair value.

Further information about the assumptions made in measuring fair values is included in Notes 8 and 20.

Provision for expected credit losses of receivables

The Club uses a provision matrix to calculate ECLs for receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Club's historical observed default rates. The Club calibrates the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in forward-looking estimates are analyzed.

The assessment of the correlation between observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Club's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.

The carrying values of receivables amounted to ₱14.48 million and ₱14.49 million as of December 31, 2020 and 2019, respectively. Allowance for impairment of receivables amounted to ₱82.03 million and ₱81.84 million as of December 31, 2020 and 2019, respectively (see Note 5).

Estimation of useful lives of property and equipment
The Club estimates the useful lives of property and equipment based on the period over which the property and equipment are expected to be available for use. In addition, the estimations of useful lives of property and equipment are on the collective assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives of property and equipment are reviewed periodically and updated if expectations differ materially from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the property and equipment. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in factors mentioned above. The amounts and timing of recording of expenses for any period would be affected by changes in these factors and circumstances.

There was no change in the estimated useful lives as of December 31, 2020 and 2019. The change in 2019 resulted in increase in annual depreciation expense by ₱1.03 million. The carrying amount of property and equipment amounted to ₱809.28 million and ₱849.79 million as of December 31, 2020 and 2019, respectively (see Note 9).

Determination of impairment of nonfinancial assets
An impairment review should be performed when certain impairment indicators are present. Determining the value in use of property and equipment which requires the determination of future cash flows expected to be generated from the continued use and ultimate disposition of such assets, requires the Club to make estimates and assumptions that can materially affect the financial statements.

Based on management's evaluation, the Club's property and equipment is not impaired as of December 31, 2020 and 2019. The carrying amount of property and equipment amounted to ₱809.28 million and ₱849.79 million as of December 31, 2020 and 2019, respectively (see Note 9).

Land is carried at revalued amount. The appraised value of land as determined by an SEC-accredited and independent firm of appraiser amounted to ₱9,201.85 million and ₱7,054.75 million as of December 31, 2020 and 2019, respectively (see Note 8).

Estimation of asset retirement obligation
The Club recognized provisions for its obligation to dismantle nonuseable improvements over the area that it occupied at the end of its operations. The provision recognized represents the best estimate of the expenditures required to settle the present obligation at the current reporting date. While the Club has made its best estimate in establishing the dismantlement provision because of potential changes in technology as well as safety and environmental requirements, plus the actual time scale to complete decommissioning activities, the ultimate provision requirements could either increase or decrease significantly from the Club's current estimates. Pursuant to Philippine

Interpretation IFRIC 1, *"Changes in Decommissioning, Restoration and Similar Liabilities"*, changes in dismantlement liability that result from a change in the current best estimate of cash flows required to settle the obligation or a change in the discount rate are added to (or deducted from) the amount recognized as the related asset.

As of December 31, 2020 and 2019, the asset retirement obligation amounted to ₱9.27 million and ₱9.72 million, respectively (see Note 11).

Estimation of pension liability
The cost of defined benefit pension plans as well as the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates, future salary increases, mortality rates and future pension increases. The mortality rate is based on publicly available mortality tables for the specific country and is modified accordingly with estimates of mortality improvements. Future salary increases and pension increases are based on expected future inflation rates. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting period.

Pension liability amounted to ₱21.61 million and ₱17.64 million as of December 31, 2020 and 2019, respectively (see Note 17).

Recognition of deferred income tax assets
Deferred income tax assets are recognized for all deductible temporary differences to the extent that it is probable that future taxable income will be available against which the differences can be utilized. Significant management judgment is required to determine the amount of deferred income tax assets that can be recognized, based upon the likely timing and level of future taxable income.

The Club did not recognize deferred income tax assets on carryforward benefits of NOLCO and MCIT and other temporary differences amounting to ₱259.58 million and ₱242.51 million as of December 31, 2020 and 2019, respectively, because management believes that it is not probable that future taxable income will be available against which these deferred income tax assets can be applied with (see Note 18).

Evaluation of legal contingencies
The estimate of probable costs for the resolution of possible claims has been developed in consultation with outside legal counsel handling the Club's defense in these matters and is based upon an analysis of potential results. As of May 12, 2021, the Club is involved in certain cases arising in the ordinary course of business, which are pending in courts or under protest. Management and its legal counsels believe that the Club has substantial legal and factual bases for its position and is of the opinion that losses arising from this legal action, if any, will not have a material impact on the Club's financial position and results of operations. It is possible, however, that future results of operations could be materially affected by changes in the estimates or in the effectiveness of strategies relating to these proceedings.

4. Cash in Banks

Cash in banks earn interest at floating rates based on daily bank deposit rates.

Interest income earned from cash in banks amounted to ₱96,191 in 2020, ₱85,664 in 2019 and ₱111,792 in 2018.

5. **Receivables**

	2020	2019
Members	**₱82,725,545**	₱89,018,178
Others	**13,782,859**	7,309,348
	96,508,404	96,327,526
Less allowance for ECL	**82,027,009**	81,838,011
	₱14,481,395	₱14,489,515

Receivables from members are noninterest-bearing and generally have 30 to 90 days' term.

Other receivables are noninterest-bearing and generally have 60 to 90 days' term which includes receivables from landowner and developer and advances to employees.

Movements in the allowance for ECL are as follows:

	2020		
	Members	**Others**	**Total**
Balance at beginning of year	**₱81,838,011**	**₱–**	**₱81,838,011**
Provision for ECL (see Note 16)	**–**	**488,598**	**488,598**
Amounts written-off against ECL	**(299,600)**	**–**	**(299,600)**
Balance at end of year	**₱81,538,411**	**₱488,598**	**₱82,027,009**

	2019		
	Members	Others	Total
Balance at beginning of year	₱83,101,431	₱–	₱83,101,431
Provision for ECL (see Note 16)	–	–	–
Amounts written-off against ECL	(1,263,420)	–	(1,263,420)
Balance at end of year	₱81,838,011	₱–	₱81,838,011

6. **Inventories -** at NRV

	2020	2019
Operating supplies	**₱1,397,418**	₱1,270,089
Golf equipment supplies	**2,942,874**	1,511,782
	₱4,340,292	₱2,781,871

Cost of inventories charged to profit or loss amounted to ₱227 in 2019 (nil in 2020), and ₱7,281 in 2018. The costs of inventories carried at net realizable value are as follows:

	2020	2019
Golf equipment supplies	**₱2,329,083**	₱2,201,754
Operating supplies	**3,914,966**	2,483,874
	₱6,244,049	₱4,685,628

Allowance for inventory obsolescence amounted to ₱1,903,757 as of December 31, 2020 and 2019.

7. Other Current Assets

	2020	2019
Current portion of net input VAT	**₱5,824,860**	₱16,084,215
Prepayments	**1,525,046**	1,385,369
	₱7,349,906	₱17,469,584

Input VAT will be utilized through application against the Club's output VAT. Noncurrent portion of input VAT, which is presented as part of "Other noncurrent assets" in the statements of financial position amounted to ₱29.52 million and ₱19.26 million as of December 31, 2020 and 2019, respectively. Input VAT has no expiration period.

8. Land at Revalued Amount

	2020	2019
Acquisition cost	**₱722,375,819**	₱722,375,819
Revaluation increment	**8,479,473,181**	6,332,375,081
Appraised value	**₱9,201,849,000**	₱7,054,750,900

The carrying values of the 3,067,283 square meters of land as at December 31, 2020 and 2019 were revalued to its market value based on the valuation performed by a professional qualified, independent and SEC-accredited appraiser. The latest valuation date is as of December 31, 2020.

Movements in revaluation increment on land, net of deferred income tax effect, are as follows:

	2020	2019
Balance at beginning of year	**₱6,332,375,081**	₱5,718,918,181
Increase in revalued amount	**2,147,098,100**	613,456,900
Balance at end of year	**8,479,473,181**	6,332,375,081
Deferred income tax effect (Note 18)	**(2,543,841,954)**	(1,899,712,524)
	₱5,935,631,227	₱4,432,662,557

9. Property and Equipment

2020

	Land Improvements			Building and Improvements							
	Fairways and Other Golf Course Developments	**Sand Bunkers**	**Greens and Tees**	**Main Structure**	**Improvements**	**Clubhouse Landscaping**	**Facilities Equipment**	**Kitchen Equipment**	**Furniture and Fixtures**	**Transportation Equipment**	**Total**
Cost											
Balance at beginning of year	**₱1,330,877,218**	**₱23,294,823**	**₱10,597,312**	**₱115,860,472**	**₱72,886,817**	**₱30,460,229**	**₱185,511,031**	**₱5,440,729**	**₱25,908,424**	**₱6,167,246**	**₱1,807,004,301**
Additions	–	–	–	–	–	–	**14,429,682**	–	**427,291**	**394,645**	**15,251,618**
Balance at end of year	**1,330,877,218**	**23,294,823**	**10,597,312**	**115,860,472**	**72,886,817**	**30,460,229**	**199,940,713**	**5,440,729**	**26,335,715**	**6,561,891**	**1,822,255,919**
Accumulated Depreciation											
Balance at beginning of year	**641,710,099**	**23,294,823**	**10,597,312**	**72,533,493**	**24,431,185**	**30,460,229**	**118,873,520**	**5,440,729**	**24,904,998**	**4,968,553**	**957,214,941**
Depreciation	**31,372,729**	–	–	**3,951,062**	**1,975,946**	–	**17,403,702**	–	**368,117**	**685,478**	**55,757,034**
Balance at end of year	**673,082,828**	**23,294,823**	**10,597,312**	**76,484,555**	**26,407,131**	**30,460,229**	**136,277,222**	**5,440,729**	**25,273,115**	**5,654,031**	**1,012,971,975**
Net Book Value	**₱657,794,390**	**₱–**	**₱–**	**₱39,375,917**	**₱46,479,686**	**₱–**	**₱63,663,491**	**₱–**	**₱1,062,600**	**₱907,860**	**₱809,283,944**

2019

	Land Improvements			Building and Improvements							
	Fairways and Other Golf Course Developments	Sand Bunkers	Greens and Tees	Main Structure	Improvements	Clubhouse Landscaping	Facilities Equipment	Kitchen Equipment	Furniture and Fixtures	Transportation Equipment	Total
Cost											
Balance at beginning of year	₱1,330,877,218	₱23,294,823	₱10,597,312	₱115,860,472	₱72,886,817	₱30,460,229	₱132,474,367	₱5,440,729	₱25,879,504	₱5,618,139	₱1,753,389,610
Additions	–	–	–	–	–	–	53,036,664	–	28,920	549,107	53,614,691
Balance at end of year	1,330,877,218	23,294,823	10,597,312	115,860,472	72,886,817	30,460,229	185,511,031	5,440,729	25,908,424	6,167,246	1,807,004,301
Accumulated Depreciation											
Balance at beginning of year	609,304,448	23,294,823	10,597,312	68,582,431	23,488,161	30,460,229	110,253,320	5,440,729	24,562,459	4,389,771	910,373,683
Depreciation	32,405,651	–	–	3,951,062	943,024	–	8,620,200	–	342,539	578,782	46,841,258
Balance at end of year	641,710,099	23,294,823	10,597,312	72,533,493	24,431,185	30,460,229	118,873,520	5,440,729	24,904,998	4,968,553	957,214,941
Net Book Value	₱689,167,119	₱–	₱–	₱43,326,979	₱48,455,632	₱–	₱66,637,511	₱–	₱1,003,426	₱1,198,693	₱849,789,360

The cost of fully depreciated property and equipment amounting to ₱213.27 million and ₱211.21 million as of December 31, 2020 and 2019, respectively, are still being used in operations. There are no idle assets as at December 31, 2020 and 2019.

The Club has acquisition of equipment which remains unpaid amounting to ₱50.35 million and ₱43.16 million, and ₱7.83 million as of December 31, 2020, 2019 and 2018, respectively. This is treated as a non-cash investing activity in the 2020, 2019 and 2018 statements of cash flows.

10. Accounts Payable and Other Current Liabilities

	2020	2019
Trade payables:		
Non-related parties	**₱14,774,134**	₱16,999,940
Related parties (Note 14)	**184,727**	191,337
Accrued expenses (Note 14)	**219,383,483**	192,140,110
Refundable deposits	**36,764,689**	36,581,746
Advances from joint venture partners (Note 14)	**23,800,687**	23,800,687
Contract liabilities (Notes 15 and 21)	**19,599,160**	35,245,829
Tournament fees	**13,374,266**	12,758,893
Environmental fees	**9,909,822**	8,779,782
Statutory liabilities	**774,809**	680,286
Others	**11,009,798**	7,419,146
	₱349,575,575	₱334,597,756

Trade, accrued expenses and other current liabilities are noninterest-bearing and normally have an average term of less than one year. Accrued expenses mainly represent accruals for utilities, salaries, wages and allowances and other employee benefits. Others consist of brokers' fees and other expenses.

Refundable deposits include initial deposits from prospective members who cancelled the subscription of their shares and will be returned upon demand. This also includes deposit from assignment of playing rights and will be returned when the assignees no longer renew the playing rights. Playing rights are only for a two-year period but may be renewed.

Contract liabilities represent (a) monthly dues and other fees that are collected in advance, (b) paid but unused green fee vouchers which may be used to pay for green fees. These are realized when earned.

11. Asset Retirement Obligation

The Club has a constructive obligation to dismantle, at the end of its operations, non-useable improvements that it had introduced in the area it occupied. In this regard, the Club established a provision to recognize its estimated liability for the dismantlement of such improvements. The following table shows the movements in asset retirement obligation:

	2020	2019
Balance at beginning of year	**₱9,724,811**	₱9,425,301
Accretion of interest	**57,596**	299,510
Effect of changes in estimated future decommissioning costs and discount rate	**(515,411)**	–
Balance at end of year	**₱9,266,996**	₱9,724,811

The actual cost of dismantlement could vary substantially from the above estimate because of new regulatory requirements, changes in technology, increased costs of labor, materials, and equipment and/or actual time required completing all decommissioning activities.

12. Shares Allocated to Landowner and Developer

Shares allocated to landowner and developer represents the value of unissued shares to the landowner and developer in exchange for the Complex as mentioned in Note 1. As at December 31, 2020 and 2019, details are as follows:

SLDRI	₱569,869,515
ALC	115,079,335
	₱684,948,850

As discussed in Note 1, ALC contributed to the Club about 306.73 hectares of land to be developed by SLRDI into golf courses, complete with clubhouse and amenities. In exchange for the land and development, the Club will remit the proceeds of the sale of the Club's shares allocated to the Joint Venture as payment for the Complex. In the event that not all of the shares are sold in the 2-year offering period, the unsold shares shall be allocated to the landowner and developer and shall be considered as full payment for the golf areas and development. The Complex was designed with a cost estimate equivalent to the expected proceeds from the sale of Club's shares. At the time of the inception of the MOA, the Club shares were selling at the average price of ₱1.287 million per share.

There are 1,291 unsold and unissued shares allocated to the Joint Venture as of December 31, 2020 and 2019. Proceeds from the sale of these shares will be remitted to the landowner.

13. Capital Stock and Basic Loss Per Share

As at December 31, 2020 and 2019, Capital stock consists of:

Capital stock, no par value:	
Class "A" common stock (inclusive of seven Founders' shares)	
Authorized, - 3,600 shares	
Issued and outstanding - 3,128 shares*	₱1,140,267,595
Class "B" common stock	
Authorized, - 1,400 shares	
Issued and outstanding - 889 shares*	334,120,531
Class "C" commons	
Authorized - 1,000 shares	
Issued and outstanding, 692 shares*	347,706,315
	₱1,822,094,441

**Does not include the 1,291 unsold and allocated shares to the Joint Venture (see Note 12).*

Capital stock consists of no par value common stock divided into Class A, B and C shares. Class "A" common shares, inclusive of Founders' shares, may be sold to citizens of the Philippines or to partnerships, corporations or associations, of which at least 60% of the outstanding capital stock entitled to vote is owned or controlled by citizens of the Philippines. Every holder of class "A" common share shall be entitled to one (1) membership in the Club. Class "A" shares can vote in the election of the members of the BOD.

Class “B” common shares may be sold to any individual, corporation, partnership or association, irrespective of nationality. Every holder of class “B” common share shall be entitled to one (1) membership in the Club, but cannot vote in the election of the members of the BOD nor be voted as one of the directors of the Club.

Class “C” common shares are special corporate shares which may be sold to corporations, partnerships or associations irrespective of their nationality or citizenship. Every holder of class “C” shares shall be entitled to one (1) membership in the Club, with two (2) playing rights, but cannot vote in the election of the members of the BOD.

Ownership of all shares of stock of the Club is subject to the following restrictive conditions:

a. Except for the seven (7) Founders’ shares, voting rights of the rest of the shares will initially be suspended. Five (5) years from and after the full operation of the Club, the voting rights of the rest of the common shares shall automatically be revived, thus, putting the Founders’ shares on equal footing in all respects with the Common Class “A” shares. Provided, however, the Founders’ shares exclusive right to vote and be voted for in the election of directors shall be limited for a period of five (5) years from the date of incorporation of the Club. On October 21, 2008 the voting rights of the common shares were revived.

b. No transfer of shares of stock of the Club which will reduce the stock ownership of Filipino citizens to less than the minimum percentage of the outstanding capital stock required by law to be owned by Filipino citizens shall be allowed or permitted to be recorded in the books of the Club. This restriction shall be printed or indicated in all the certificates of stocks to be issued by the Club. Any transfer made in violation hereof shall be null and void.

c. No profit shall inure to the exclusive benefit of any of its stockholders, hence, no dividends shall be declared in their favor. Stockholders shall be entitled only to a pro-rata share of the assets of the Club at the time of its dissolution or liquidation.

d. No share of the Club hereafter issued shall be sold or transferred by the registered holder thereof except shares that were issued due to a sale of a lot (accompanying shares of lots) until such holder shall have first offered such shares for sale to the Club at a price not less than the book value of such shares as shown by the Club’s audited financial statements as of the end of its calendar year next preceding the date of such offer.

e. In case of foreclosure by the pledge or mortgagee of the shares of stockholders in the Club, the pledgee/mortgagee shall, in event of inability of the pledgor or mortgagor to meet his obligations under the terms of the pledge or chattel mortgage, notify the Club in writing of the date, time and place of the foreclosure sale and of the nature and amount of obligation secured by the pledge or mortgage, which sale shall be conducted not earlier than fifteen (15) days from the date the Club received written notice thereof. The Club shall have the right to purchase the auctioned shares, within thirty (30) days from the award, by paying in cash the price paid for by the winning bidder and expenses of sale incurred by the latter.

f. All Founding and Regular members and such non-members to whom the BOD may, by appropriate resolution, extend the privilege of using the Club’s facilities in accordance with Article IV Section 2-3 of Amended By-laws shall be subject to the payment of monthly dues in such amount as may be prescribed by resolution of the BOD to meet the expenses for the general operations of the Club, and the maintenance and improvement of its premises and facilities.

The landowner and developer of the Club, who acquired their shares through a primary offering, or original subscription, and/or in payment of developments, however, shall begin paying the membership dues on their shares only upon activation of the membership attached to the shares or upon the transfer of shares, whichever comes earlier. However, in the latter case of transfer of shares, the transferee shall be liable for all dues and assessments on the shares subject of the transfer.

g. In case any stockholder shall violate the provisions of the Articles of Incorporation or the By-laws or rules and regulations of the Club or resolutions duly promulgated by the BOD or stockholders, or commit any other act or conduct which the BOD may deem injurious to the interest or hostile to the objects of the Club, such stockholder may be expelled by the BOD in the manner provided in the By-laws upon proper notice and hearing, and he shall then cease to be a stockholder and shall have no right with respect to his share except the right to demand payment therefore in accordance with the By-laws. The Club shall have a period of ninety (90) days from the expulsion of the stockholder to make payment of his share. In case the share is an accompanying share of a lot, the value of the lot will be determined by an independent appraiser acceptable to the stockholder and to the BOD, and upon such payment the stockholder shall forthwith transfer and assign the share held by him as directed by the Club, and upon such payment the stockholder shall forthwith transfer and assign the share held by him as directed by the Club.

h. In addition to the preceding provisions, the accompanying share of a lot is subject to the prohibition that it cannot be sold, transferred or encumbered separately from the lot. Any violation of this provision is null and void and shall not be recorded in the books of the Club. This prohibition shall appear in the certificates of stock of such shares.

Membership of the Club consists of regular, assignee, honorary and founding members.

Regular Members. Regular members are natural persons who are registered shareowners and the duly designated representatives of juridical entities in whose name the share certificates have been issued. Regular members shall be entitled to use the facilities of the Club, provided, however, that only individual Members and Corporate Nominees shall have the right to vote and be voted at the election of directors.

Assignee Members. Assignee members are natural persons who are assignees of certain rights enjoyed by the stockholders of the Club, and must also pass the qualifications of the Club for individual memberships. Assignee members shall be entitled to use the facilities of and the privileges extended by the Club.

Honorary Members. Honorary membership shall be automatically extended only to the following incumbent public officers, the President of the Philippines, the Governor of Cavite and the Mayor of the Municipality of Gen. Trias, Cavite and such individual persons hereafter designated by the BOD.

Founding Members. Founding members shall be composed of the original incorporators or subscribers of the Club who are holders of founders' share. Founding members who are owners of founders' shares have the sole right to vote within a period of five (5) years from the time of full operation of the Club. After the initial five-year period has elapsed, the voting rights of the rest of the common shares shall be revived, thus putting the founders' shares on equal footing in all respects with the Common Class "A" shares.

Basic Loss per Share
The following table presents information used to calculate loss per share:

	2020	2019	2018
Net loss	**(₱52,155,789)**	(₱53,787,039)	(₱4,751,507)
Number of shares	**6,000**	6,000	6,000
Loss per share	**(₱8,693)**	(₱8,965)	(₱792)

Basic and diluted loss per share are equal as the Club does not have any dilutive potential ordinary shares in 2020, 2019 and 2018.

For purposes of computing the loss per share, the shares allocated to the landowner and developer were included in the number of shares (see Note 12).

14. **Related Party Transaction**

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. These include: (a) individuals owning, directly or indirectly through one or more intermediaries, control, or are controlled by, or under common control with, the Club; (b) associates; and, (c) individuals owning, directly or indirectly, an interest in the voting power of the Club that gives them significant influence over the Club and close members of the family of any such individual.

The following transactions have been entered into with related parties:

Category	Terms	Conditions	Year	Amount/ Volume of Transactions	Outstanding Balance
SLDRI and ALC*					
Advances (see Note 10) (a)	Noninterest-bearing,	Unsecured	**2020**	**₱–**	**₱23,800,687**
	payable on demand;		2019	–	23,800,687
	and to be settled in cash		2018	–	23,800,687
Conal Corporation Legal Services Group					
Legal Consultation and Review Services	Noninterest-bearing,	Unsecured	**2020**	**535,714**	**184,727**
(see Notes 10 and 16) (b)	payable on demand;		2019	–	191,337
	and to be settled in cash		2018	447,857	290,731
SLDRI*					
Accrued expenses (see Note 10) (c)	Noninterest-bearing,	Unsecured	**2020**	**11,208,167**	**168,624,768**
	payable on demand;		2019	47,966,580	157,416,601
	and to be settled in cash		2018	57,453,362	109,450,021
Receivable	Noninterest-bearing,	Unsecured	**2020**	**–**	**4,174,792**
	payable on demand;		2019	–	4,174,792
	and to be settled in cash		2018	–	4,174,792

** Joint venture partners and major shareholders of the Club*

a. This pertains to collection from sale of the Club's shares of stock Club remitted to the Club by the broker which is due to SLDRI and ALC.

b. Conal Corporation Legal Services Group, an entity under the common control of shareholders of ALC, one of the Club's major shareholders, provides for consultations, review, advice and opinion on general law, contracts, corporation, tax, investments and other legal matters; preparation of short contracts and other documents required in the course of business of the Club which are recorded under "Professional fees".

c. Accrual of expenses pertains to water billings and real property taxes paid by SLDRI in behalf of the Club. This also includes loans for the acquisition of equipment with interest expense amounting to ₱3.53 million and ₱1.85 million in 2020 and 2019 (nil in 2018).

Compensation of Key Management Personnel
Compensation of key management personnel of the Club comprising of short-term employee benefits amounted to ₱7.46 million in 2020, ₱6.56 million in 2019 and ₱6.87 million in 2018.

15. Revenue from Contracts with Customers and Other Income

Revenue from Contracts with Customers
Disaggregated Revenue Information
Set out below is the disaggregation of the Club's revenue from contracts with customers for the years ended December 31:

By timing of recognition	**2020**	2019	2018
Revenues recognized over time:			
Membership fees	**₱73,781,945**	₱79,297,505	₱81,426,876
Green fees (Note 21)	**37,716,299**	47,724,065	43,703,889
Revenues from concessionaires (Note 21)	**1,382,158**	3,388,527	2,726,868
Revenues from sports and recreation operations	**540,576**	1,561,538	1,639,772
Other golf revenues	**2,308,375**	4,318,062	5,081,852
	115,729,353	136,289,697	134,579,257
Revenues recognized at a point in time - pro-shop sales	–	300	7,616
Revenue from contracts with customers	**115,729,353**	136,289,997	134,586,873
Golf cart income	**16,988,861**	24,820,543	23,646,730
Bucket rental income	**2,523,791**	3,248,601	3,369,404
Total revenues	**₱135,242,005**	₱164,359,141	₱161,603,007

Breakdown of revenues are as follows:

a. Membership Fees

	2020	2019	2018
Members' contribution	**₱68,142,276**	₱68,129,877	₱72,415,348
Transfer and assignment fees	**3,213,542**	7,904,235	6,328,492
Admission fee	**1,241,306**	2,138,393	1,678,572
Change of corporate nominee	**736,607**	714,286	1,004,464
Playing rights	**448,214**	410,714	–
	₱73,781,945	₱79,297,505	₱81,426,876

b. Green Fees

	2020	2019	2018
Guest	**₱34,984,156**	₱43,782,101	₱40,534,246
Golf academy (Note 21)	**2,732,143**	3,941,964	3,169,643
	₱37,716,299	₱47,724,065	₱43,703,889

c. Revenues from Sports and Recreation Operations

	2020	2019	2018
Guest fees	**₱323,001**	₱815,331	₱1,035,678
Tournament income	**196,848**	637,295	444,991
Equipment rental	**18,460**	67,482	84,086
Admission fees	**1,374**	30,783	65,437
Others	**893**	10,647	9,580
	₱540,576	₱1,561,538	₱1,639,772

d. Other Golf Revenues

	2020	2019	2018
Income from golf insurance	**₱1,262,231**	₱2,517,922	₱3,314,531
Tournament income	**120,268**	445,268	361,403
Pro-shop sales	**–**	300	8,089
Others	**925,876**	1,354,572	1,397,356
	₱2,308,375	₱4,318,362	₱5,081,379

Contract Balances
The Club's contract liabilities as at December 31, 2020 and 2019 amounted to ₱19.60 million and ₱35.25 million, respectively, representing advance payments from members for their membership dues (see Note 10).

The Club has no contract assets as of December 31, 2020 and 2019.

Performance Obligations
The Club's outstanding performance obligation as at December 31, 2020 and 2019 represents the advance payments from members. Revenue recognized in 2020 and 2019 from uncompleted performance obligation in the previous period amounted to ₱35.25 million and ₱29.07 million, respectively.

Other Income (Expenses)

	2020	2019	2018
Gain from recovery of payment	**₱523,856**	₱–	₱–
Remeasurement of asset retirement obligation	**515,411**	–	–
Gain on asset exchange	**332,066**	–	–
Unrealized foreign exchange gain (loss)	**(4,856)**	(10,741)	33,283
Gain on reversal of liabilities	**–**	–	47,519,140
Gain on disposal of property and equipment	**–**	–	60,589
Others	**92,164**	21,017	65,384
	₱1,458,641	₱10,276	₱47,678,396

The Club reversed to income the long-outstanding payable which are deemed to be no longer valid.

16. Costs and Expenses

	2020	2019	2018
Employee salaries, wages and benefits (Note 17)	**₱40,730,908**	₱38,360,339	₱35,220,651
Repairs and maintenance	**21,422,933**	50,527,119	59,782,829
Taxes and licenses	**18,249,575**	18,773,191	19,307,009
Light and water	**15,656,526**	24,611,158	25,807,677
Security services	**12,148,697**	12,904,505	12,068,203
Travel and transportation	**6,146,495**	5,753,523	4,867,855
Operating supplies	**3,231,286**	5,618,299	5,564,105
Professional fees (Note 14)	**3,032,891**	3,742,569	2,891,336
Commission	**972,828**	1,339,474	1,156,581
Provision for expected credit losses (Note 5)	**488,598**	–	–
Advertising and promotions	**450,650**	394,996	582,733
Laundry services	**262,254**	1,199,437	1,232,944
Communication	**219,780**	383,082	737,178
Rent expenses	–	466,071	26,120
Other expenses	**6,589,830**	4,595,732	2,460,333
	₱129,603,251	₱168,669,495	₱171,705,554

Others include expenses relating members' meeting, insurance, bank charges and other administrative expenses of the Club which are not individually material.

Employee salaries, wages and benefits consist of the following:

	2020	2019	2018
Salaries, wages and allowances	**₱23,848,328**	₱24,241,329	₱21,614,746
Employee benefits	**14,054,591**	12,076,527	9,751,355
Pension costs (Note 17)	**2,827,989**	2,042,483	3,854,550
	₱40,730,908	₱38,360,339	₱35,220,651

17. Pension Liability

Under the existing regulatory framework, Republic Act (RA) No. 7641, *The Philippine Retirement Pay Law*, requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided however that the employee's retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

The Club accrues pension benefits covering all of its regular employees based on the provisions of RA No. 7641. The benefits are based on the years of service and compensation of the employees. The Club does not maintain a fund for its retirement benefit obligation.

An independent actuary, using the projected unit credit method, conducts an actuarial valuation of the estimated retirement benefits. The latest actuarial valuation is as of December 31, 2020.

Movements in the present value of defined benefit obligation are as follows:

	2020	2019	2018
Balance at beginning of year	**₱17,639,276**	₱12,408,626	₱10,045,844
Pension costs recognized in profit or loss:			
Current cost	**2,021,823**	1,212,566	1,019,300
Past service cost	**–**	–	2,306,564
Interest cost	**806,166**	829,917	528,686
	2,827,989	2,042,483	3,854,550
Remeasurement loss (gain) recognized in OCI	**1,915,107**	3,210,854	(1,442,364)
Pension benefits paid	**(770,144)**	(22,687)	(49,404)
Balance at end of year	**₱21,612,228**	₱17,639,276	₱12,408,626

The principal assumptions used in determining pension liability are shown below:

	2020	2019	2018
Discount rates	**3.66%**	4.92%	7.26%
Future salary increases	**8.00%**	8.00%	8.00%

The discount rate is derived by discounting all expected benefit payments using various rates that correspond to the timing of benefits payments, after which, a single discount rate is computed considering the aggregate amount of all discounted values.

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming if all other assumptions were held constant:

	Increase (Decrease)	Increase (Decrease) in Present Value of Defined Benefit Obligation **2020**	2019
Discount rates	1%	**(₱1,808,009)**	(₱1,397,385)
	(1%)	**2,091,432**	1,610,880
Future salary increase rate	1%	**2,078,707**	1,625,141
	(1%)	**(1,836,987)**	(1,438,840)

The average duration of the defined benefit obligation at the end of the reporting period is 6.39 years and 5.79 years as of December 31, 2020 and 2019, respectively.

Shown below is the expected future benefit payment:

Payment period	**2020**	2019
Within one year	**₱3,021,822**	₱1,813,496
More than one year to five years	**1,175,848**	2,458,559
More than five year to ten years	**8,962,530**	7,980,833
More than ten years to fifteen years	**12,115,001**	8,776,836
More than 15 years to 20 years	**12,853,531**	14,095,194
Beyond 20 years	**15,581,652**	15,001,969

18. **Income Taxes**

a. Provision for current income tax amounted to nil in 2020. The 2019 and 2018 provision for current income tax represents MCIT.

b. The Club's deferred income tax liability pertains to the revaluation increment on the Club's land amounting to ₱2,543.84 million and ₱1,899.71 million as at December 31, 2020 and 2019, respectively (see Note 8).

c. As at December 31, 2020 and 2019, details of the carryforward benefits of NOLCO and MCIT and other deductible temporary differences for which deferred income tax assets were not recognized as the Club management believes that it is not probable that taxable income will be available against which these deferred income tax assets can be applied are as follows:

	2020	2019
NOLCO	**₱156,049,239**	₱127,051,274
MCIT	**1,344,436**	2,376,479
Temporary differences arising from:		
Allowance for expected credit losses	**65,107,872**	64,619,274
Contract liabilities	**6,195,404**	21,100,931
Pension liability	**21,612,228**	17,639,276
Asset retirement obligation	**9,266,996**	9,724,811

The deferred income tax assets on the above temporary deductible differences and carryforward benefits of NOLCO and MCIT not recognized in the statements of financial position amounted to ₱78.81 million and ₱74.42 million as of December 31, 2020 and 2019, respectively.

d. Last September 11, 2020, the President of the Philippines signs into law the "Bayanihan to Recover as One Act 2" or "Bayanihan 2", an act in response to COVID-19 to accelerate the recovery and bolster the resiliency of the Philippine economy.

Unless otherwise disqualified from claiming the deduction, the business or enterprise which incurred net operating loss for taxable years 2020 and 2021 shall be allowed to carry over the same as a deduction from its gross income for the next five consecutive taxable years immediately following the year of such loss. The net operating loss for said taxable years may be carried over as a deduction even after the expiration of RA No. 11494 provided the same are claimed within the next five consecutive taxable years immediately following the year of such loss.

As of December 31, 2020, the Club has incurred NOLCO before taxable year 2020 which can be claimed as deduction from the regular taxable income for the next three (3) consecutive taxable years, as follows:

Year Incurred	Available Until	Balance as at December 31, 2019	Expiration	Balance as at December 31, 2020
2017	2020	₱37,952,743	(₱37,952,743)	₱–
2018	2021	54,688,707	–	54,688,707
2019	2022	34,409,824	–	34,409,824
		₱127,051,274	(₱37,952,743)	₱89,098,531

As of December 31, 2020, the Club has incurred NOLCO in taxable year 2020 which can be claimed as deduction from the regular taxable income for the next five (5) consecutive taxable years pursuant to the Bayanihan to Recover As One Act, as follows:

Year Incurred	Available Until	Balance as at December 31, 2019	Addition	Balance as at December 31, 2020
2020	2025	₱–	₱66,950,708	₱66,950,708

a. The carryforward benefits of excess MCIT over RCIT that can be claimed as deduction from future regular taxable income are as follows:

Year Incurred	Balance as at December 31, 2019	Additions	Expiration	Balance as at December 31, 2020	Available Until
2017	1,032,043	₱–	(₱1,032,043)	₱–	2020
2018	760,702	–	–	760,702	2021
2019	583,734	–	–	583,734	2022
	₱2,376,479	₱–	(₱1,032,043)	₱1,344,436	

e. The reconciliation of the income tax computed by applying the statutory income tax rate to loss before income tax with the provision for income tax as shown in profit or loss follows:

	2020	2019	2018
Benefit from income tax at statutory rate of 30%	**(₱15,646,737)**	(₱15,960,991)	(₱1,197,242)
Change in unrecognized deferred income tax assets recognized in profit or loss	**16,394,766**	13,531,278	7,823,027
Income tax effects of permanent differences:			
Nontaxable income	**(21,901,329)**	(23,784,815)	(7,029,969)
Nondeductible expenses	**21,182,157**	26,823,961	1,198,424
Interest income subjected to final tax	**(28,857)**	(25,699)	(33,538)
	₱–	₱583,734	₱760,702

19. **Financial Instruments**

Financial Risk Management Objectives and Policies

The Club's principal financial instruments comprise cash in banks and receivables. The main purpose of these financial instruments is to finance the Club's operations. The Club has other financial instruments such as accounts payable and other current liabilities, which arise directly from its operations.

The main risks arising from the Club's financial instruments are credit risk and liquidity risk. The Members and the BOD review and approve on the policies of managing each of the risks and they are summarized below:

Credit risk. Credit risk arises when one party to a financial instrument will fail to discharge an obligation and cause the Club to incur a financial loss. The Club trades only with recognized, creditworthy third parties. It is the Club's practice that all members are subject to credit verification procedures.

The Club's exposure to credit risk related primarily to the collection of members' monthly dues. The Club's policy is to monitor the receivable balances on an ongoing basis. It is the Club's policy that any individual or corporation who wishes to become a member or assignee is to be subjected to strict membership qualification screening.

The table below shows the maximum exposure to credit risk for the Club's financial assets without taking account of any collateral and other credit enhancements:

	2020	2019
Cash in banks*	**₱37,587,332**	₱34,179,545
Receivables:		
Members	**82,725,545**	89,018,178
Others**	**9,731,597**	5,102,006
Total credit risk exposure	**₱130,044,474**	₱128,299,729

**Excluding cash on hand amounting to ₱360,000 in 2020 and 2019.*
***Excludes advances for business expenses and advances to employees totaling to ₱4,051,262 and ₱2,207,342 as at December 31, 2020 and 2019, respectively.*

For cash in banks, the Club applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Club's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. The Club uses the ratings from the external credit rating agencies to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs. The Club's cash in banks are deposited in reputable banks with low credit risk.

For receivables, an impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by customer type or by payors). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if the account is at least 180 days past due and are deemed uncollectible after subjecting to all possible collection effort activities.

The following tables below summarize the credit quality of the Club's financial assets (gross of allowance for impairment losses) as at December 31:

	2020					
	Current			**Past Due**	**Credit**	
	Minimal Risk	**Average Risk**	**High Risk**	**(1-90 Days)**	**Impaired**	**Total**
Cash in banks*	**₱37,587,332**	**₱–**	**₱–**	**₱–**	**₱–**	**₱37,587,332**
Trade and other receivables						
Members	**1,144,868**	**–**	**–**	**42,266**	**81,538,411**	**82,725,545**
Other**	**578,787**	**–**	**–**	**8,664,212**	**488,598**	**9,731,597**
	₱39,310,987	**₱–**	**₱–**	**₱8,706,478**	**₱82,027,009**	**₱130,044,474**

**Excluding cash on hand amounting to ₱360,000 in 2020 as at December 31, 2020.*
***Excludes advances for business expenses and advances to employees totaling to ₱4,051,262 as at December 31, 2020.*

	2019					
	Current			Past Due	Credit	
	Minimal Risk	Average Risk	High Risk	(1-90 Days)	Impaired	Total
Cash in banks*	₱34,179,545	₱–	₱–	₱–	₱–	₱34,179,545
Trade and other receivables						
Members	6,761,916	–	–	418,251	81,838,011	89,018,178
Other**	4,210,191	–	–	891,815	–	5,102,006
	₱45,151,652	₱–	₱–	₱1,310,066	₱81,838,011	₱128,299,729

**Excludes cash on hand amounting to ₱360,000 as at December 31, 2019.*
***Excludes advances for business expenses and advances to employees totaling to ₱2,207,342 as at December 31, 2019.*

The Club classifies credit quality risk as follows:

Minimal risk - accounts with a high degree of certainty in collection, where counterparties have consistently displayed prompt settlement practices, and have little to no instance of defaults or discrepancies in payment.

Average risk - active accounts with minimal to regular instances of payment default, due to ordinary/common collection issues, but where the likelihood of collection is still moderate to high as the counterparties are generally responsive to credit actions initiated by the Club.

High risk - accounts with low probability of collection and can be considered impaired based on historical experience, where counterparties exhibit a recurring tendency to default despite constant reminder and communication, or even extended payment terms.

The following tables below summarize the staging considerations of the Club's financial assets as at December 31:

	2020			
	Stage 1 (12-Month ECL)	**Stage 2 (Lifetime ECL)**	**Stage 3 (Credit Impaired)**	**Total**
Cash in banks*	**₱37,587,332**	**₱–**	**₱–**	**₱37,587,332**
Trade and other receivables:				
Members	**1,187,134**	**–**	**81,538,411**	**82,725,545**
Others**	**9,242,999**	**–**	**488,598**	**9,731,597**
	₱48,017,465	**₱–**	**₱82,027,009**	**₱130,044,474**

**Excluding cash on hand amounting to ₱360,000 as at December 31, 2020.*
***Excludes advances for business expenses and advances to employees totaling to ₱4,051,262 as at December 31, 2020.*

	2019			
	Stage 1 (12-Month ECL)	Stage 2 (Lifetime ECL)	Stage 3 (Credit Impaired)	Total
Cash in banks*	₱34,179,545	₱–	₱–	₱34,179,545
Trade and other receivables:				
Members	7,180,167	–	81,838,011	89,018,178
Others**	5,102,006	–	–	5,102,006
	₱46,461,718	₱–	₱81,838,011	₱128,299,729

**Excludes cash on hand amounting to ₱360,000 as at December 31, 2019.*
***Excludes advances for business expenses and advances to employees totaling to ₱2,207,342 as at December 31, 2019.*

Set out below is the information about the credit risk exposure on trade receivables using a provision matrix as of December 31:

		2020		
		Days Past Due		
	Current	**1-90 Days**	**> 90 Days**	**Total**
Expected credit loss rate	**0%**	**0%**	**0%**	
Estimated total gross carrying amount at default	**₱1,144,868**	**₱42,266**	**₱–**	**₱1,187,134**
Expected credit loss	**–**	**–**	**–**	**–**
Credit impaired	**–**	**–**	**81,538,411**	**81,538,411**
Total expected credit loss	**₱–**	**₱–**	**₱81,538,411**	**₱81,538,411**

		2019		
		Days Past Due		
	Current	1-90 Days	> 90 Days	Total
Expected credit loss rate	0%	0%	0%	
Estimated total gross carrying amount at default	₱6,761,916	₱418,251	₱–	₱7,180,167
Expected credit loss	–	–	–	–
Credit impaired	–	–	81,838,011	81,838,011
Total expected credit loss	₱–	₱–	₱81,838,011	₱81,838,011

Liquidity risk. Liquidity risk is defined as the risk that the Club will encounter difficulty in meeting obligation associated with financial liabilities that are settled by delivering cash or other financial instrument. Exposure to liquidity risk increases because of the possibility that the Club could be required to pay its liabilities earlier than expected.

The Club's objectives to manage its liquidity profile are: (a) to ensure that adequate funding is available at all times; (b) to meet commitments as they arise without incurring unnecessary costs; and, (c) to be able to access funding when needed at the least possible cost.

The Club manages its liquidity risk by maintaining a financial strategy that the scheduled debts are well within the Club's ability to generate cash from its business operations. It is Club's policy that management monitors the Club's liquidity position on a monthly basis.

The tables below summarize the maturity profile of the Club's financial liabilities based on contractual undiscounted payments.

		2020		
	Due and Demandable	**Less than 3 Months**	**More than 3 Months**	**Total**
Cash in banks	**₱37,878,068**	**₱69,264**	**₱–**	**₱37,947,332**
Receivables				
Members	**–**	**1,187,134**	**–**	**1,187,134**
Others*	–	–	**9,242,999**	**9,242,999**
	37,878,068	**1,256,398**	**9,242,999**	**48,377,465**
Trade	**–**	**14,958,861**	**–**	**14,958,861**
Accrued expenses	**–**	**219,383,483**	**–**	**219,383,483**
Refundable deposits	**36,764,689**	**–**	**–**	**36,764,689**
Advances from joint venture partners	**23,800,687**	**–**	**–**	**23,800,687**
Others	**–**	**34,293,886**	**–**	**34,293,886**
	60,565,376	**268,636,230**	**–**	**329,201,606**
Liquidity gap	**(₱22,687,308)**	**(₱267,379,832)**	**₱9,242,999**	**(₱280,824,141)**

**Excludes advances for business expenses and advances to employees totaling to ₱4,051,262 as at December 31, 2020.*

	2019			
	Due and Demandable	Less than 3 Months	More than 3 Months	Total
Cash in banks	₱34,467,898	₱71,647	₱–	₱34,539,545
Receivables				
Members	–	7,180,167	–	7,180,167
Others*	–	–	5,102,006	5,102,006
	34,467,898	7,251,814	5,102,006	46,821,718
Trade	–	17,191,277	–	17,191,277
Accrued expenses	–	192,140,110	–	192,140,110
Refundable deposits	36,581,746	–	–	36,581,746
Advances from joint venture partners	23,800,687	–	–	23,800,687
Others	–	28,957,821	–	28,957,821
	60,382,433	238,289,208	–	298,671,641
Liquidity gap	(₱25,914,535)	(₱231,037,394)	₱5,102,006	(₱251,849,923)

**Excludes advances for business expenses and advances to employees totaling to ₱2,207,342 as at December 31, 2019.*

The Club believes that the creditors, especially related parties, will not immediately demand for payment. In the event that these are demanded for payment, the Club can access financing through borrowings and support from the joint venture partners.

Capital Management

The primary objective of the Club's capital management is to safeguard the Club's ability to continue as a going concern, so that it can continue to provide services for its members and other stakeholders.

The Club manages the capital structure and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Club may issue new shares or return capital to member. No changes were made in the objectives, policies and process from the previous years.

The Club also monitors capital on the basis of the debt-to-equity ratio. This ratio is calculated as total liabilities divided by total equity. The Club's strategy, which was unchanged from prior periods, was to maintain the debt-to-equity ratio at a manageable level.

	2020	2019
Total current liabilities	**₱349,575,575**	₱334,597,756
Total noncurrent liabilities	**2,574,721,177**	1,927,076,611
Total liabilities (a)	**2,924,296,752**	2,261,674,367
Total equity (b)	**7,188,450,477**	5,739,552,703
Debt-to-equity ratio (a/b)	**0.41:1**	0.39:1

The Club considers the following as its capital as of December 31:

	2020	2019
Capital stock	**₱1,822,094,441**	₱1,822,094,441
Additional paid-in capital	**15,454,374**	15,454,374
Shares allocated to landowner and developer	**684,948,850**	684,948,850
Advances from joint venture partners, including accrued liabilities	**192,610,182**	181,408,625
Revaluation increment on land - net of tax	**5,935,631,227**	4,432,662,557
Remeasurement gain (loss) on pension liability	**(5,033,723)**	(3,118,616)
Deficit	**(1,264,644,692)**	(1,212,488,903)
	₱7,381,060,659	₱5,920,961,328

20. **Fair Values**

Details of assets measured at fair value as at December 31, 2020 and 2019 are as follows:

	Date of Valuation	Total	Level 1 Quoted Prices in Active Markets	Level 2 Significant Observable Input	Level 3 Significant Unobservable Input
Land	**December 31, 2020**	**₱9,201,849,000**	**₱–**	**₱–**	**₱9,201,849,000**
	December 31, 2019	7,054,750,900	–	–	7,054,750,900

The value of the land was estimated using the "Sales Comparison Approach". This is a comparative approach to value that considers the properties offered for sale and the related market data and establishes a value estimate by processes involving comparisons and adjusted for the marketability, nature, bargaining allowance, location and size of the properties. The most significant input into this valuation approach is price per square meter; i.e., the higher the price per square meter, the higher the fair value.

The table below summarizes the significant unobservable inputs in the valuation of land held by the Club:

Significant unobservable input	2020	2019	Interrelationship between significant unobservable input and fair value measurement
Selling price of identical piece of land	**₱7,000 to ₱10,000 per square meter**	₱1,700 to ₱5,000 per square meter	The estimated fair value would increase (decrease) if the price per square meter increase (decrease)
External factor adjustments	**-10%**	-10%	The estimated fair value would increase (decrease) if the external factor adjustments per square meter increase (decrease)
Internal factor adjustments	**-60% to -20%**	-30% to -10%	The estimated fair value would increase (decrease) if the internal factor adjustments per square meter increase (decrease)

The Club has determined that the highest and best use of the land, recreational development and utility, is its current use.

Other financial assets and liabilities
The carrying value of the Club's cash in banks, receivables and accounts payable and other current liabilities approximate their fair values as at December 31, 2020 and 2019 due to the short-term nature of these financial instruments.

21. **Commitments**

Concession Agreements
On September 1, 2015, the Club entered into a concession agreement with Interpro Food Specialist, Inc. (IFSI) for a period of three (3) years, however on September 15, 2016, Champions Bar (CB) bought the contract of Interpro, where CB shall serve as the Food and Beverage (F&B) concessionaire up until the unexpired portion of Interpro's contract until August 31, 2018.

On October 1, 2018, the Club entered into a new concession agreement with Elaine Kitchenette and Chef Elmer Foods Solutions Corporation. Both agreements have a contract term of three (3) years commenting on October 1, 2018 until September 30, 2021.

Whereas the Concessionaire shall cater the Food and Beverage operation in the following outlets Main Club House, Aoki Club House, Dye Club House, Sports Club House, 9 Tee Houses and all the banquet requirements. The Revenue Share of the Club shall be 10% F&B Sales net of applicable discounts and sales priced at food cost.

Income from concessionaires amounted to ₱1,382,158 in 2020, ₱3,388,527 in 2019 and ₱2,726,868 in 2018 and is included in "Revenues from concessionaires" in the revenues section of profit or loss (see Note 15).

Sales Agency Agreement

The Club entered into a Sales Agency Agreement with OUM Golf Academy (OUM), whereby the Club agrees to allow OUM to be the Club's exclusive sales agent for the Club's golf round packages for specific use of individuals learning golf or improving their golf skills. The original contract was for a term of three (3) years starting April 1, 2009. The Club renewed the agreement for another 3 years starting April 1, 2012 and provides that OUM shall pay the Club the amount of ₱21,000,000 in advance. On April 1, 2015 the Club again renewed the agreement for another year and ended March 31, 2016. Starting April 1, 2016, the club's income from Golf Academy consists of tuition fees that the club receives from various schools and enrollees. This is in lieu of the expired contract as mentioned above.

Revenues from Golf Academy amounted to ₱2,732,143 in 2020, ₱3,941,964 in 2019 and ₱3,169,643 in 2018 and is included in "Green fees" in the revenues section of profit or loss (see Note 15).

On August 8, 2013, the Club has entered into a Sales Agency Agreement with LK-Golf Marketing Corporation (LKG) whereby LKG will become the Club's exclusive agent from September 1, 2013 to August 31, 2015. The agent shall pay the agreed upon amount of ₱60,020,000 in the manner agreed by both parties. The agreement provides that the Club shall make 262 rounds available daily for LKG tourists. On September 1, 2015, the Club renewed the agreement with LKG for two (2) years and ended July 31, 2017. On August 7, 2017, the Club renewed the agreement with LKG for two (2) years and ended August 8, 2019. The Club renewed the agreement for another two (2) years starting August 8, 2019, however the contract was terminated last August 2020 due to the pandemic.

Revenues from the foregoing sales agreements amounted to ₱20,595,238 in 2020, ₱28,195,791 in 2019 and ₱24,559,524 in 2018 and is included in "Green fees" in the revenues section of profit or loss (see Note 15). The deferred income from these sales agreement (included as part of "Accounts payable and other current liabilities") amounted to ₱6,195,404 and ₱21,100,931 as of December 31, 2020 and 2019, respectively (see Note 10).

22. Segment Information

The Club has only one segment which pertains to its golf course operations. Information regarding the Club's business segment is presented below.

Earnings information:

	2020	2019	2018
Revenues	**₱135,242,005**	₱164,359,141	₱161,603,007
Costs and expenses	**(129,603,251)**	(168,669,495)	(171,705,554)
Depreciation	**(55,757,034)**	(46,841,258)	(41,592,093)
Interest income	**96,191**	85,664	111,792
Interest expense	**(3,592,341)**	(2,147,633)	(86,353)
Other income	**1,458,641**	10,276	47,678,396
Income taxes	**–**	(583,734)	(760,702)
Net loss	**(₱52,155,789)**	(₱53,787,039)	(₱4,751,507)

Other information:

	2020	2019
Segment assets	**₱10,112,747,230**	₱8,001,227,070
Segment liabilities	**2,924,296,753**	2,261,674,367
Capital expenditures	**15,251,618**	53,614,691

Cash flow information:

	2020	2019	2018
Operating activities	**₱11,481,580**	₱31,472,066	₱7,525,947
Investing activities	**(8,068,937)**	(18,286,351)	(7,974,845)
	₱3,412,643	₱13,185,715	(₱448,898)

23. Other Matters

Supreme Court (SC) Decision on Membership Fees
On August 13, 2019, the SC under SC GR No. 228539 issued a decision whether the membership fees, assessment dues and fees of similar in nature collected by clubs which are organized and operated exclusively for pleasure, recreation and other non-profit purposes subject to income tax and VAT.

Under this ruling, as long as the membership fees, assessment dues and the like are treated as collections by recreational clubs from their members as an inherent consequence of their membership, and are, by nature, intended for the maintenance, preservation, and upkeep of the club's general operations and facilities, the fees cannot be classified as income subject to tax. In addition, the SC supported the position that these fees are not subject to VAT because in collecting such fees, the club is not selling its service to the members. Conversely, the members are not buying services from the club when dues are paid. Hence, there is no economic or commercial activity to speak of as these dues are devoted for the operations and maintenance of the facilities of the club.

Accordingly, starting 2020, upon clarification of the decision, the Club has not been charging VAT on its membership dues. These are also being exempt from income tax.

Events After the Reporting Period

The President of the Republic of the Philippines signed into law on March 26, 2021 the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 or the CREATE Act introduces reforms to the corporate income tax and incentives systems. It takes effect 15 days after its complete publication in the Official Gazette or in a newspaper of general circulation or April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact on the Club:

- Effective July 1, 2020, RCIT rate is reduced from 30% to 25% for domestic and resident foreign corporations. For domestic corporations with net taxable income not exceeding Php5 million and with total assets not exceeding P100 million (excluding land on which the business entity's office, plant and equipment are situated) during the taxable year, the RCIT rate is reduced to 20%.
- MCIT rate reduced from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.
- Imposition of improperly accumulated earnings tax (IAET) is repealed.

As clarified by the Philippine Financial Reporting Standards Council in its Philippine Interpretations Committee Q&A No. 2020-07, the CREATE Act was not considered substantively enacted as of December 31, 2020 even though some of the provisions have retroactive effect to July 1, 2020. The passage of the CREATE Act into law on March 26, 2011 is considered as a non-adjusting subsequent event. Accordingly, current and deferred taxes as of and for the year ended December 31, 2020 continued to be computed and measured using the applicable income tax rates as of December 31, 2020 (i.e., 30% RCIT / 2% MCIT) for financial reporting purposes.

Applying the provisions of the CREATE Act, the Club would have been subjected to minimum corporate income tax rate of 1% effective July 1, 2020.

This will result in lower deferred tax liabilities as of December 31, 2020 by ₱423.97 million. These reductions will be recognized in the 2021 financial statements.

24. Supplementary Information Required Under Revenue Regulations No. 15-2010

The Club reported and/or paid the following types of taxes in 2020:

Value-added Tax (VAT)

Net Receipts and Output VAT declared in the Club's VAT returns for 2020:

	Net Receipts	Output VAT
Taxable receipts:		
Membership fees:		
Members' contribution	₱817,500	₱98,100
Transfer and assignment fees	4,524,275	542,913
Change of corporate nominee	736,607	88,393
Admission fee	156,250	18,750
Green fees	36,203,410	4,344,409
Other golf revenues	5,273,853	632,862
Pro-shop sales	289,161	34,699
Revenues from sports and recreation operations	539,446	64,734
Total taxable receipts	₱48,540,502	₱5,824,860
Exempt:		
Members' contribution	₱53,436,849	₱–

SGVFSM009388

The Club's taxable receipts reported in the VAT returns are based on actual collections received, hence, may not be the same as the amounts accrued in the statement of comprehensive income.

As of December 31, 2020, the details of the Club's input VAT follow:

	Input VAT
Balance at beginning of year	₱35,345,327
Purchases subject to input VAT	5,828,547
Application of output VAT	(5,824,860)
Balance at end of year	₱35,349,014

Taxes and Licenses

Real property taxes	₱15,592,581
Permits and licenses	2,651,594
Documentary stamp tax	5,400
	₱18,249,575

Excise Tax
The Club's products are not subject to excise tax, thus, there was no excise tax paid in 2020.

Withholding Taxes

	Tax on Compensation and Benefits	Expanded Withholding Taxes	Final Withholding Taxes
Balance at beginning of year	(₱13,414)	₱79,536	₱83,865
Additions	422,064	779,799	316,952
Applications/remittances	(390,665)	(747,030)	(326,207)
Balance at end of year	₱17,985	₱112,305	₱74,611

Tax Assessments and Cases
As of December 31, 2020, the Club has not received any Final Assessment Notice and/or Formal Letter of Demand from the Bureau of Internal Revenue for any of its open years as of reporting date.

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of **Eagle Ridge Golf and Country Club, Inc.** is responsible for the preparation and fair presentation of the financial statements including the schedules attached therein, 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.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

The Board of Directors reviews and approves the financial statements including the schedules attached therein, and submits the same to the stockholders or members.

Sycip, Gorres, Velayo & Co., the independent auditor appointed by the stockholders, has audited the financial statements of the company in accordance with Philippine Standards on Auditing, and in its report to the stockholders or members, has expressed its opinion on the fairness of presentation upon completion of such audit.

TOMAS I. ALCANTARA
Chairman

EDITHA I. ALCANTARA
Treasurer

EXEQUIEL D. ROBLES
President

APR 27 2021

Signed this ___ day of _______

SUBSCRIBED AND SWORN to before me a Notary Public for and in the Trece Martires City Philippines, this APR 27 2021, affiants who are personally known to me and whose identity I have confirmed through their competent evidence of identity bearing the affiants photograph and signature.

NAMES	COMPETENT EVIDENCE OF IDENTITY	DATE AND PLACE ISSUED
Tomas I. Alcantara	UMID CRN-0111-0521374-6	
Exequiel D. Robles	Passport No. P5067324A	Nov.17, 2017; DFA, NCR East
Editha I. Alcantara	Passport No. P5005115B	March 2, 2020; DFA, Manila

ANNALYN S. DOLOR-JUBILO
Notary Public
Until 30 June 2021
PTR No. CAV 416682 / 01.04.2021
IBPR No. 130400 / 10:07.2020
Attorneys' Roll No. 45012
MCLE CC No. VI-0222290 / 04.14.2022
No. 10 Trece-Indang Road, Luciano
Trece Martires City, Cavite

NOTARY PUBLIC

Doc. No. 92 ;
Page No. 17 ;
Book No. 68 ;
Series of 2021.

COVER SHEET

A199610826

S.E.C. Registration Number

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.

(Company's Full Name)

Crisanto DElos Reyes Rd. Brgy. Javalera, Gen. Trias, Cavite

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

MARIZA SANTOS-TAN

Contact Person

(02) 722-5811

Company Telephone Number

06 30

Month *Day*

Quarter Ending

17-Q

FORM TYPE

ANY DAY IN OCTOBER

Month *Day*

Annual Meeting

Registration of Securities No. 036 Series of 1998

Secondary License Type, If Applicable

CFD

Dept. Requiring this Doc.

N.A.

Amended Articles Number/Section

Total Amount of Borrowings

Total No. of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document I.D.

Cashier

S T A M P S

Remarks = pls. use black ink for scanning purposes

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-Q

QUARTERLY REPORT PURSUANT TO SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17 (2) (b) THEREUNDER

1. For the quarterly period ended – **June 30, 2021**

2. Commission Identification Number – **A1996-10826**

3. BIR Tax Identification Number – **005-643-401 – V**

4. **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.**
Exact name of issuer as specified in its charter

5. **Barangay Javalera, General Trias, Cavite**
Province, country or other jurisdiction of incorporation or organization

6. Industry Classification Code: [ ] (SEC Use Only)

7. **Barangay Javalera, General Trias, Cavite** **4107**
Address of issuer's principal office **Postal Code**

8. **(046) 419-2852**
Issuer's telephone number, including area code

9. **Not Applicable**
Former name, former address and former fiscal year, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the Code, or Sections 4 and 8 of the RSA

Title of each class	Number of shares of common stock Outstanding and amount of debt Outstanding		
Class "A" Common Shares	3,128	-	Php 48.73M
Class "B" Common Shares	889	-	4.51M
Class "C" Common Shares	692	-	12.03M

11. Are any or all of the securities listed on a Stock Exchange?
Yes [ ] No [√]

If yes, state the name of such Stock Exchange and the class/es of securities listed therein:

______________________ ______________________

12. Indicate by check mark whether the registrant:

(a) has filed all reports required to be filed by Section 17 of the Code and SRC Rule 17 thereunder or Sections 11 of the RSA and RSA Rule 11(a)-1 thereunder, and Sections 26 and 141 of the Corporation Code of the Philippines, during the preceding twelve (12) months (or for such shorter period the registrant was required to file such reports)

Yes [√] No [ ]

(b) has been subject to such filing requirements for the past ninety (90) days.

Yes [√] No [ ]

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.

FINANCIAL STATEMENTS
(UNAUDITED)

FOR THE THREE MONTHS ENDED JUNE 30, 2021 AND 2020

Philippine Pesos

EAGLE RIDGE GOLF & COUNTRY CLUB, INC.
(A Nonprofit Organization)
STATEMENTS OF FINANCIAL POSITION

		Unaudited Six Months Ended June 30			Audited December 31
		2021		2020	2020
ASSETS					
Current Assets					
Cash and cash equivalents (Note 6)	P	49,956,071	P	33,691,069	P 37,947,332
Receivables-net (Notes 5 & 7)		11,558,522		15,912,265	14,481,395
Inventories (Notes 5 & 8)		5,131,324		4,121,098	4,340,292
Input value-added tax and other current assets (Note 9)		10,141,234		22,689,028	7,349,906
Total Current Assets		76,787,151		76,413,460	64,118,925
Noncurrent Assets					
Land at appraised value (Note 10)		9,201,849,000		7,054,750,900	9,201,849,000
Property & Equipment-net (Notes 5 & 11)		785,117,468		834,610,730	809,283,944
Other noncurrent assets		37,974,257		27,770,164	37,495,361
Total Noncurrent Assets		10,024,940,725		7,917,131,794	10,048,628,305
	P	**10,101,727,876**	**P**	**7,993,545,254**	**P 10,112,747,230**
LIABILITIES AND EQUITY					
Current Liabilities					
Accounts Payable and other current liabilities (Notes 13 & 16)	P	353,469,194	P	349,355,215	P 349,575,575
Income Tax Payable		-		-	-
Total Current Liabilities		353,469,194		349,355,215	349,575,575
Noncurrent Liabilities					
Accrued pension costs (Note 19)		20,298,261		18,335,457	21,612,228
Asset retirement obligation (Note 14)		9,266,996		9,724,811	9,266,996
Deferred Tax Liabilities		2,543,841,954		1,899,712,524	2,543,841,954
Total Noncurrent Liabilities		**2,573,407,211**		**1,927,772,792**	**2,574,721,178**
Members' Equity					
Capital Stock (Note 12 and 15)		1,822,094,441		1,822,094,441	1,822,094,441
Additional paid-in capital		15,454,374		15,454,374	15,454,374
Revaluation increment in land - net of tax (Note 10)		5,935,631,227		4,432,662,557	5,935,631,227
Shares allocated to landowner and developer (Notes 12)		684,948,850		684,948,850	684,948,850
Other Comprehensive Loss		(5,033,723)		(3,118,616)	(5,033,723)
Deficit		(1,278,243,698)		(1,235,624,359)	(1,264,644,692)
Equity		**7,174,851,471**		**5,716,417,247**	**7,188,450,477**
	P	**10,101,727,876**	**P**	**7,993,545,254**	**P 10,112,747,230**

See accompanying Notes to Financial Statements

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
(A Nonprofit Organization)
STATEMENTS OF COMPREHENSIVE INCOME

		Six Months Ended June 30				
		2021		**2020**		**2019**
REVENUES						
Membership fees (Note 17)	P	73,029,429	P	43,345,557	P	47,198,781
Green fees						
Guest Fee		6,588,417		22,824,711		20,093,942
Golf Academy		40,179		2,732,143		1,544,643
Other golf revenues (Note 17)		11,458,347		11,256,299		17,800,858
Income from concessionaires		493,254		924,483		1,890,913
Proshop sales		-		-		300
Income from sports and recreation operations (Note 17)		106,375		321,808		853,742
Others						
		91,716,001		81,405,001		89,383,179
COSTS AND EXPENSES (Note 18)		(78,445,901)		(76,388,308)		(98,437,054)
DEPRECIATION AND AMORTIZATION		(28,252,337)		(27,521,052)		(21,858,950)
INTEREST INCOME		38,271		55,269		50,118
INTEREST EXPENSE		(1,656,527)		(1,780,881)		(272,205)
OTHER INCOME / (EXPENSE)		3,001,487		1,094,515		(1,216,406)
LOSS BEFORE INCOME TAX	P	(13,599,006)	P	(23,135,456)	P	(32,351,318)
PROVISION FOR (BENEFIT FROM) INCOME TAX						
Current		-		-		-
Deferred		-		-		-
		-		-		-
NET COMPREHENSIVE INCOME (LOSS)	**P**	**(13,599,006)**	**P**	**(23,135,456)**	**P**	**(32,351,318)**

See accompanying Notes to Financial Statements

EAGLE RIDGE GOLF & COUNTRY CLUB, INC.
(A Nonprofit Organization)
STATEMENTS OF CHANGES IN EQUITY

		Unaudited Six Months Ended June 30				Audited December 31
		2021		2020		2020
CAPITAL STOCK, no par value						
Class "A" common stock (inclusive of 7 Founders' shares)						
Authorized						
Issued and subscribed:						
Balance at beginning of period	P	1,188,994,222	P	1,188,994,222	P	1,188,994,222
Additional subscription						
Reclassification						
Cancellation of subscription						
Interest on subscription receivable						
Balance at end of period		**1,188,994,222**		**1,188,994,222**		**1,188,994,222**
Subscription Receivable:						
Balance at beginning of period		(48,726,627)		(48,726,627)		(48,726,627)
Additional subscription						
Reclassification						
Cancellation of subscription						
Collection of subscription receivables						
Balance at end of period		**(48,726,627)**		**(48,726,627)**		**(48,726,627)**
		1,140,267,595		**1,140,267,595**		**1,140,267,595**
Class "B" Common stock						
Authorized						
Issued and subscribed:						
Balance at beginning of period	P	338,628,205		338,628,205		338,628,205
Additional subscription						
Reclassification						
Cancellation of subscription						
Interest on subscription receivable						
Balance at end of period		**338,628,205**		**338,628,205**		**338,628,205**
Subscription Receivable:						
Balance at beginning of period		(4,507,674)		(4,507,674)		(4,507,674)
Additional subscription						
Reclassification						
Cancellation of subscription						
Collections of subscription receivables						
Balance at end of period		**(4,507,674)**		**(4,507,674)**		**(4,507,674)**
		334,120,531		**334,120,531**		**334,120,531**
Class "C" Common stock						
Authorized						
Issued and subscribed:						
Balance at beginning of period	P	359,732,588		359,732,588		359,732,588
Additional subscription						
Cancellation of subscription						
Interest on subscription receivable						
Balance at end of period		**359,732,588**		**359,732,588**		**359,732,588**
Subscription Receivable:						
Balance at beginning of period		(12,026,273)		(12,026,273)		(12,026,273)
Additional subscription						
Cancellation of subscription						
Collection of subscription receivables						
Balance at end of period		**(12,026,273)**		**(12,026,273)**		**(12,026,273)**
		347,706,315		**347,706,315**		**347,706,315**
		1,822,094,441		**1,822,094,441**		**1,822,094,441**

EAGLE RIDGE GOLF & COUNTRY CLUB, INC.
(A Nonprofit Organization)
STATEMENTS OF CHANGES IN EQUITY

	Unaudited		Audited
	Six Months Ended June 30		December 31
	2021	2020	2020
ADDITIONAL PAID-IN CAPITAL	15,454,374	15,454,374	15,454,374
REVALUATION INCREMENT IN LAND	5,935,631,227	4,432,662,557	5,935,631,227
SHARE ALLOCATED TO LANDOWNER AND DEVELO	684,948,850	684,948,850	684,948,850
REMEASUREMENT GAIN(LOSS)			
BENEFIT OBLIGATION			
Effect of adoption of PAS 19R - net of tax	(5,033,723)	(3,118,616)	(5,033,723)
Net Comprehansive income - net of tax			
	(5,033,723)	**(3,118,616)**	**(5,033,723)**
ACCUMULATED EXCESS (DEFICIT) OF			
REVENUES OVER EXPENSES			
Balance at beginning of year	**(1,264,644,692)**	**(1,212,488,903)**	**(1,212,488,903)**
Effect of adoption of PAS 19R - net of tax			
Excess of expenses over revenues and members' contributions during the year	**(13,599,006)**	**(23,135,456)**	**(52,155,789)**
Balance at end of period	**(1,278,243,698)**	**(1,235,624,359)**	**(1,264,644,692)**
	P 7,174,851,471	**P 5,716,417,247**	**P 7,188,450,477**

See accompanying Notes to Financial Statements

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
(A Nonprofit Organization)

STATEMENTS OF CASH FLOWS

	Unaudited		Audited
	Six Months Ended June 30		December 31
	2021	2020	2020
CASH FLOWS FROM OPERATING ACTIVITIES			
Income (loss) before income tax	P (13,599,006)	P (23,135,456)	P (52,155,789)
Adjustments for:			
Depreciation and amortization (Note 11)	28,252,337	27,521,052	55,757,034
Movements in pension liability	(1,313,967)	696,181	2,057,845
Interest expense			3,592,341
Interest income	(38,271)	(55,269)	(96,191)
Remeasurement on asset retirement obligation			(515,411)
Net unrealized foreign exchange losses			4,856
Operating income before working capital changes	13,301,093	5,026,508	8,644,685
Decrease (increase) in:			
Receivables	2,922,873	(1,422,750)	8,120
Inventories	(791,032)	(1,339,227)	(1,558,421)
Input value-added tax and other current assets	(2,791,328)	(5,219,444)	30,612
Increase in Accounts payable and other current liabilities	(6,106,381)	4,757,459	4,260,393
Provision for retirement cost			
Interest received	38,271	55,269	96,191
Income tax paid	-	-	-
Net cash generated from operations	6,573,496	1,857,815	11,481,580
CASH FLOWS FROM INVESTING ACTIVITIES			
Additional of property and equipment (Note 11)	5,914,139	(2,342,422)	(8,068,937)
Decrease (increase) in other noncurrent assets	(478,896)	(363,869)	-
Proceeds from disposal of property and equipment			-
Net cash used in investing activities	5,435,243	(2,706,291)	(8,068,937)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS			(4,856)
NET INCREASE IN CASH AND CASH EQUIVALENTS	12,008,739	(848,476)	3,407,787
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	37,947,332	34,539,545	34,539,545
CASH AND CASH EQUIVALENTS AT END OF PERIOD	**P 49,956,071**	**P 33,691,069**	**P 37,947,332**

See accompanying Notes to Financial Statements

1. General Information

Corporate Information
Eagle Ridge Golf and Country Club, Inc. (the Club) is incorporated on December 9, 1996 with a corporate life of 50 years. The Club is engaged primarily to maintain, manage and carry on a social and recreation club in the Municipality of General Trias, Province of Cavite, for amusement, entertainment, instruction and recreation of its members.

The development of the golf course complex (the Complex) of the Club is covered by the following Memorandum of Agreements (MOAs): (1) October 10, 1994 MOA between Alsons Land Corporation (ALC) and Sta. Lucia Realty and Development Inc. (SLRDI), referred together as the "Joint Venture Partners" and, the Club's major shareholders; and (2) the June 17, 1997 MOA among Joint Venture Partners and the Club.

Under the foregoing MOAs, ALC will contribute to the Club about 306.73 hectares of land to be developed by SLRDI into golf courses, complete with clubhouse and amenities. In exchange for the land and development works, the Club will remit to the Joint Venture Partners the proceeds from the sale of the Club shares. The 1997 MOA also provides that in the event that not all of the shares are sold in the 2 year offering period, the unsold shares shall be allocated to the landowner and developer and shall be considered as full payment for the golf areas and development (see Note 12).

The registered office address of the Club is Crisanto Delos Reyes Rd. Brgy. Javalera, General Trias, Cavite.

2. Basis of Preparation and Summary of Significant Accounting Policies

Basis of Preparation
The financial statements of the Club have been prepared on the historical cost basis, except for land, which have been measured at revalued amount. The financial statements are presented in Philippine peso, which is the Club's functional and presentation currency. All values are rounded off to the nearest peso, except when otherwise indicated.

Statement of Compliance
The financial statements have been prepared in compliance with Philippine Financial Reporting Standards (PFRSs).

Reporting Currency
The financial statements are presented in Philippine peso, which is the Club's functional and presentation currency under PFRS.

3. Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous financial year, except that the Club has adopted the following new pronouncements starting January 1, 2019. Adoption of these pronouncements did not have any significant impact on the Club's financial position or performance, unless otherwise indicated. Additional disclosures have been included in the notes to financial statements, as applicable.

- PFRS 16, *Leases*

  PFRS 16 was issued in January 2016 and it replaces Philippine Accounting Standard (PAS) 17, Leases, IFRIC 4, *Determining whether an Arrangement contains a Lease,* SIC-15*, Operating Leases-Incentives* and SIC-27*, Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. PFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under PAS 17, *Leases*.

Lessor accounting under PFRS 16 is substantially unchanged from PAS 17. Lessors will continue to classify all leases using the same classification principle as in PAS 17 and distinguish between two types of leases: operating and finance leases. Therefore, PFRS 16 did not have an impact for leases where the Club is the lessor.

The Club adopted PFRS 16 using the modified retrospective method of adoption with the date of initial application of January 1, 2019. Under this method, the standard is applied retrospectively with the cumulative effect of initially applying the standard recognized at the date of initial application without restating comparative information. The Club has elected to apply PFRS 16 transition relief to contracts that were previously identified as leases applying PAS 17 and
IFRIC 4. The Club will therefore not apply PFRS 16 to contracts that were not previously identified as containing a lease applying PAS 17 and IFRIC 4.

The Club has elected to use the exemption proposed by the standard on the lease contracts for which the lease terms end within 12 months from the date of initial application. Lease payments on short term leases are recognized as expense on a straight-line basis over the lease term.

The Club only has lease agreements in which the lease terms end within 12 months from the end of each reporting date. Hence, the adoption of PFRS 16 does not have a significant impact on the Club's recognition, measurement and presentation of leases. The Club provided new disclosures to comply with the requirements of PFRS 16.

- Philippine Interpretation IFRIC-23, *Uncertainty over Income Tax Treatments*

  The interpretation addresses the accounting for income taxes when tax treatments involve uncertainty that affects the application of PAS 12, *Income Taxes*, and does not apply to taxes or levies outside the scope of PAS 12, nor does it specifically include requirements relating to interest and penalties associated with uncertain tax treatments.

  The interpretation specifically addresses the following:

  - Whether an entity considers uncertain tax treatments separately
  - The assumptions an entity makes about the examination of tax treatments by taxation authorities
  - How an entity determines taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates
  - How an entity considers changes in facts and circumstances

  An entity must determine whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments. The approach that better predicts the resolution of the uncertainty should be followed. The entity shall assume that the taxation authority will examine amounts that it has a right to examine and have full knowledge of all related information when making those examinations. If an entity concludes that it is not probable that the taxation authority will accept an uncertain tax treatment, it shall reflect the effect of the uncertainty for each uncertain tax treatment using the method the entity expects to better predict the resolution of the uncertainty.

  Based on the Club's assessment, it has no material uncertain tax treatments. The adoption of this interpretation has no significant impact on the financial statements.
- Amendments to PFRS 9, *Prepayment Features with Negative Compensation*
- Amendments to PAS 19, *Employee Benefits, Plan Amendment, Curtailment or Settlement*
- Amendments to PAS 28, *Long-term Interests in Associates and Joint Ventures*
- *Annual Improvements to PFRSs* 2015-2017 Cycle
  - Amendments to PFRS 3, *Business Combinations,* and PFRS 11, *Joint Arrangements*, *Previously Held Interest in a Joint Operation*
  - Amendments to PAS 12, *Income Tax Consequences of Payments on Financial Instruments Classified as Equity*

- Amendments to PAS 23, *Borrowing Costs, Borrowing Costs Eligible for Capitalization*

Future Changes in Accounting Policies
Pronouncements issued but not yet effective are listed below. The Club intends to adopt the following pronouncements when they become effective. Adoption of these pronouncements is not expected to have a significant impact in the Club's financial statements.

Effective beginning on or after January 1, 2020
- Amendments to PFRS 3, *Definition of a Business*
- Amendments to PAS 1, *Presentation of Financial Statements*, and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*, *Definition of Material*

Effective beginning on or after January 1, 2021
- PFRS 17, *Insurance Contracts*

Deferred effectivity
- Amendments to PFRS 10, *Consolidated Financial Statements* and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Club continues to assess the impact of the above new and amended accounting standards and interpretations effective subsequent to December 31, 2019. Additional disclosures required by these new and amended accounting standards and interpretations will be included in the financial statements when they are adopted.

4. **Summary of Significant Accounting and Financial Reporting Policies**

Summary of Significant Accounting and Financial Reporting Policies

The significant accounting and financial reporting policies adopted in the preparation of the financial statements are set out below:

Current versus Noncurrent Classification
The Club presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when:

- It is expected to be realized or intended to sold or consumed in normal operating cycle
- It is held primarily for the purpose of trading
- It is expected to be realized within twelve months after the reporting period, or
- It is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as noncurrent. A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Club classifies all other liabilities as noncurrent.

Deferred income tax assets and liabilities are classified as non-current assets and liabilities, respectively.

Financial Instruments - Initial Recognition and Subsequent Measurement
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

a. Financial Assets

Initial Recognition and Measurement. Financial assets are classified, at initial recognition, as financial assets at fair value through profit or loss (FVPL), loans and receivables, held-to-maturity investments (HTM), available-for-sale (AFS) financial assets, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at FVPL, transaction costs that are attributable to the acquisition of the financial asset.

Purchases or sales of financial assets that require delivery of assets with in a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Club commits to purchase or sell the asset.

The Club's financial assets include cash and cash equivalents and receivables which are classified as loans and receivables.

The Club has no financial assets and liabilities at FVPL, AFS financial assets and HTM investments as at June 30, 2021 and December 31, 2020.

Subsequent Measurement. Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortization is included in interest income in the statement of comprehensive income. The losses arising from impairment of receivables are recognized in the statement of comprehensive income as part of general and administrative expenses.

Derecognition. A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e. removed from the statement of financial position) when:

- The Club's rights to receive cash flows from the asset have expired, or
- The Club has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and;
- Either (a) the Club has transferred substantially all the risks and rewards of the asset, or (b) the Club has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset

When the Club has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Club continues to recognize the transferred asset to the extent of the Club's continuing involvement. In that case, the Club also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Club has retained.

Impairment of Financial Assets. The Club assesses, at each reporting date, whether there is objective evidence that a financial asset or a group of financial assets is impaired. An impairment exists if one or more events that has occurred since the initial recognition of the asset (an incurred "loss event"), has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganization and observable data indicating that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortized cost, the Club first assesses whether impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Club determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them 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.

The amount of any impairment loss identified is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced through the use of an allowance account and the loss is recognized in profit or loss. Interest income (recorded as interest income in the statement of comprehensive income) continues to be accrued on the reduced carrying amount and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. Loans, together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realized or has been transferred to the Club. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognized, the previously recognized impairment loss is increased or reduced by adjusting the allowance account. If a write-off is later recovered, the recovery is credited to interest expense in the statement of comprehensive income.

b. Financial Liabilities

Initial Recognition and Measurement. Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Club's financial liabilities include accounts payable and other current liabilities, deferred maintenance dues, and deposits from assignees and others which are classified as loans and borrowings.

The Club has no financial liabilities at FVPL or derivative liabilities designated as hedging instruments.

Subsequent Measurement. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the effective interest rate amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortization is included as interest expense in the statement of comprehensive income.

Derecognition. A financial liability is derecognized when the obligation under the liability is discharged or cancelled, or expires. When 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 the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of comprehensive income.

c. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously. The Club assesses that it has a currently enforceable right of offset if the right is not contingent in a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Club and all of the counterparties.

Fair Value Measurement
The Club measures land at fair value at each reporting date. The Club also discloses the fair values of financial instruments.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to the Club.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Club uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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 the date of acquisition and that are subject to an insignificant risk of change in value.

Inventories
Inventories are stated at the lower of cost and net realizable value (NRV). Cost incurred in bringing each product to its present location and conditions are determined using the first-in, first-out method. NRV is the current replacement cost.

Land at Appraised Value
Land located at Eagle Ridge Golf and Residential Estate, Barangays Tractora and Javalera, General Trias, Cavite, wherein the golf courses were developed, are carried at latest revalued amounts as determined by an independent firm of appraisers. The appraisal increment resulting from the revaluation was credited to “Revaluation increment in land” account, net of the related deferred income tax liability, shown in the equity section of the statement of financial position and statement of changes in equity, except to the extent that it reverses a revaluation decrease of the same asset previously recognized in the statement of comprehensive income, in which case the increase is recognized in the statement of comprehensive income. A revaluation deficit is

recognized in the statement of comprehensive income, except to the extent that it offsets an existing surplus on the same asset recognized in the asset revaluation reserve.

Property and Equipment

Property, plant and equipment are stated at cost, net of accumulated depreciation and any impairment in value. The initial cost of property, plant and equipment consists of its purchase price and any directly attributable costs of bringing the property, plant and equipment to its working condition and location for its intended use. Such cost includes the cost of replacing part of such property, plant and equipment if the recognition criteria are net. When significant parts of property, plant and equipment are required to be replaced at intervals, the Club recognizes such parts as individual assets with specific useful lives and depreciation. Likewise, when a major repairs and maintenance is performed, its cost is recognized in the carrying amount of the item of property, plant and equipment as a replacement if the recognition criteria are satisfied. Such major repairs and maintenance is capitalized and amortized over the next major repairs and maintenance activity. All other repair and maintenance is recognized in the statement of comprehensive income as incurred.

Depreciation and amortization is calculated using straight-line method over the following estimated useful lives:

Land improvements:	
Fairways and other golf courses	40 years
Sand bunkers	15 years
Greens and tees	15 years
Building and improvements:	
Main structure	16 to 38 years
Improvements	10 to 35 years
Clubhouse landscaping	10 years
Facilities equipment	2 to 5 years
Kitchen equipment	2 to 5 years
Furniture and fixtures	2 to 5 years
Transportation equipment	5 years

Each component of an item of property and equipment with a cost that is significant in relation to the total cost of the item of property and equipment is depreciated separately.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the property, plant and equipment (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of comprehensive income in the year the property and equipment is derecognized.

The residual values, useful lives and depreciation and amortization method are reviewed at each financial year end to ensure that the residual values, periods and the method of depreciation are consistent with the expected pattern of economic benefits from items of property and equipment.

Fully depreciated property and equipment are retained in the accounts until they are no longer in use.

Impairment of Nonfinancial Assets

The Club assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Club makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating units (CGU) fair value less costs of disposal and its value in use. Recoverable amount 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. When the carrying amount of an asset or CGU 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 assessment of the time value of money and the risks specific to the asset. In determining the fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies, or other available the fair value indicators.

The Club bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Club's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses are recognized in profit or loss in the expense category consistent with the function of the impaired asset, except for land which was previously revalued with the revaluation taken to other comprehensive income (OCI). For land, the impairment recognized in OCI up to the amount of any previous revaluation.

An assessment is made at each financial reporting date 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 and/or amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of comprehensive income unless the asset is carried at revalued amount, in which case the reversal is treated as 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.

Retirement Benefit Obligation and Employee Benefits

Defined Benefit Plan. The net defined benefit liability is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets, adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is 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 cost of providing benefits under the defined benefit plans is actuarially determined using the projected unit credit method.

Defined benefit costs comprise the following:

- Service cost
- Net interest on the net defined benefit liability or asset
- Remeasurements of net defined benefit liability or asset

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as expense in profit or loss. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuary.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as expense or income in profit or loss.

Remeasurements comprising actuarial gains and losses, return on plan assets and any change in the effect of the asset ceiling (excluding net interest on defined benefit liability) are recognized immediately in other comprehensive income in the period in which they arise.

Employee Leave Entitlement. Employee entitlements to annual leave are recognized as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the annual reporting period is recognized for services rendered by employees up to the end of the reporting period.

Equity
Capital stock consists of no par value common stock and is measured at stated value. When the shares are sold at premium, the difference between the proceeds and the par value is credited to the "Additional paid-in capital" account.

Subscription receivable representing uncollected consideration from members for subscription of shares, are reflected as deduction from capital stock in the statement of changes in equity. Cancellation of shares are measured based on the original consideration paid by the member and is reflected as deduction in capital stock and related subscription receivable.

Issuances of a specific number of the Club's equity instruments in exchange for land and golf course development costs arising from contracts are classified in equity.

Deficit represents accumulated excess of expenses over members' contributions and fees.

Revenues Recognition
Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Club and the amount of the revenue can be reliably measured regardless of when payment is being made. Revenue is measured at fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Club assesses its revenues arrangements against specific criteria in order to determine if it's acting as principal or agent. The Club has concluded that, except for Proshop sales and Income from Concessionaires, it is the principal in all of its revenue arrangements since it is the primary obligor in the revenue arrangements, has pricing latitude and is also exposed to inventory and credit risks.

The following specific recognition criteria must also be met before revenue is recognized.

Membership Fees

- Members' contributions represent monthly dues that are billed one month in advance and are recognized when earned.

- Admission fees represent revenue from the admission of member and is recognized upon activation of membership.

- Transfer and assignment fees represent income from registration of transfer of ownership of a golf share in the Club's stock and transfer book. Revenues are recognized when related service is rendered and ownership has been transferred.

- Playing rights represent annual fee that is recognized upon assignment of playing rights.

- Change in corporate nominee represents fee to change nominee of corporate shareholder and is recognized when the related service is rendered and corporate nominee has been changed.

Green Fees and Tournament Income. Revenue from the use of the Club's golf course is recognized when the golf course is used.

Bucket Rental Income. Income derived from the rental of golf balls in the driving range is recognized when used.

Income from Concessionaires. Income derived from entities allowed to do business within the Club premises are recognized in accordance with the terms of the agreement. Commission is computed as 10% for Chefs Corp while 5% for Elaine's of the food and beverage sales of the concessionaire net of applicable discount and VAT.

Income from Pro-shop Sales. Revenue is recognized when the significant risks and rewards of ownership of the goods have passed to the buyer and the amount of revenue can be reliably measured. This also includes commission from consignors, which is computed as a certain percentage of the lease income of units owned by the consignor.

Income from Sports and Recreation Operations and Golf Cart Income. Revenue from the use of the Club's facilities is recognized when facilities are used.

Interest Income. Revenue is recognized as the interest accrues, taking into account the effective yield on the asset.

Cost and Expenses

Costs and expenses are decreases in economic benefits during the accounting period in the form of outflows or decrease of assets or incurrence of liabilities that results in decrease in equity, other that those relating to distributions to equity participants. Cost and expenses are recognized in the statement of comprehensive income in the period these are incurred.

Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset even if the right is not explicitly specified in the arrangement.

Club as a Lessee. Leases where the Club does not substantially obtain all the risks and benefits of ownership of the leased assets are classified as operating leases. Operating lease payment are recognized as expense in the statement of comprehensive income on a straight-line basis over the lease term.

Foreign Currency-denominated Transactions

Transactions in foreign currencies are initially recorded at the functional currency spot rates at the date the transaction first qualifies for recognition.

Cash denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognized in profit or loss.

Income Taxes

Current Tax. Current tax assets and liabilities for the current and prior periods are measured at the amounts expected to be recovered from or paid to the tax authority. The tax rates and tax laws used to compute the amounts are those that are enacted or substantially enacted at the financial reporting date.

Deferred Tax. Deferred tax is provided, using the liability method, on all temporary differences at the financial reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognized for all taxable temporary differences. Deferred tax assets are recognized for all deductible temporary differences, the carryforward benefit of the excess minimum corporate income tax (MCIT) over the regular corporate income tax (RCIT) and carryforward benefit of net operating loss carryover (NOLCO), to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and carryforward benefit of MCIT and NOLCO can be utilized.

The carrying amount of deferred tax assets is reviewed at each financial reporting date and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized. Unrecognized deferred tax assets are reassessed at each financial reporting date and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rate that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the financial reporting date.

Income tax relating to items recognized directly in equity is recognized in equity and not in the statement of comprehensive income.

Value-Added Tax (VAT). Revenues, expenses and assets are recognized net of the amount of VAT, if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of good and/or services (output VAT), the excess is recognized as an asset in the statement of financial position to the extent of the recoverable amount. The net amount of tax recoverable from, or payables to, the tax authority is included as part of receivables or payables in the Club's statement of financial position.

<u>Provisions</u>

Provisions. Provisions are recognized when the Club has a present obligation (legal or constructive) as a result of a past event; it is probable that an outflow of resources embodying the economic benefits will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the Club expects same or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expenses relating to any provision is presented in the statement of comprehensive income, net of any reimbursement.

Asset Retirement Obligation. The asset retirement obligation arose from the Club's obligation to dismantle non-useable improvements over the area that it occupied at the end of its operations. A corresponding asset is recognized in property and equipment. Dismantlement costs are provided at the present value of expected costs to settle the obligation using estimated cash flows. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the dismantlement liability. The unwinding of the discount is expensed as incurred and recognized in the statement of comprehensive income as interest expense. The estimated future costs of dismantlement are reviewed annually and adjusted as appropriate. Changes in the estimated future costs or in the discount rate applied are added to or deducted from the cost of the asset.

<u>Contingencies</u>

Contingent liabilities are not recognized in the financial statements but they are disclosed in the notes to financial statement unless the possibility of an outflow of resources embody economic benefit is remote. Contingent assets are not recognized in the financial statement but are disclosed in the notes to financial statements when an inflow of economic benefit is probable.

<u>Loss Per Share</u>

Basic loss per share amounts are calculated by dividing loss for the year by the weighted average number of ordinary shares outstanding during the year.

The effect of any potential ordinary shares is not included in the computation of loss per share because it is considered antidilutive.

<u>Events After the Reporting Date</u>

Post year-end events that provide additional information about the Club's financial position at the financial reporting date (adjusting events), if any, are reflected in the financial statements. However, post year-end events that are not adjusting events are disclosed in the notes to financial statements when material.

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5. Significant Judgments, Estimates and Assumption

The preparation of the Club's financial statements requires management to make judgments, estimated and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could results in outcomes that require material adjustment to the carrying amount of the asset or liability affected in future periods.

<u>Judgments</u>

In the process of applying the Club's accounting policies, management has made the following judgments, which have the most significant effect on the amounts recognized in the financial statements:

Operating Lease Commitments - Club as Lessee. In 2013, the Club has entered into leases of certain golf equipment used in operations. The Club has determined that the lessor retains all the significant risks and rewards of ownership of the property which the Club leases because of the following factors: (a) the lessor will not transfer the ownership of the leased assets to the Club upon termination of the lease; and (b) the lessor has not given the Club an option to purchase the asset at a price that is sufficiently lower than the fair value at the date the option becomes exercisable. Accordingly, the said lease is accounted for as an operating lease.

Estimated and Assumptions
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Club based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments however, may change due to market changes or circumstances arising beyond the control of the Club. Such changes are reflected in the assumptions when they occur.

Estimation of Allowance for Impairment of Receivables. The Club assesses whether objective evidence of impairment exist for receivables that are individually significant, and collectively for receivables that are not individually significant. The specific assessment is based on the evaluation of the customer's credit quality, subsequent collections and age of the account. For accounts not assessed as individually impaired, receivables is impaired through collective assessment. The assessment is based on historical collection experience of the Club. Allowance for doubtful accounts is maintained at a level considered adequate to provide for potentially uncollectible receivables.

The carrying amount of receivables amounted to Php 11,558,522 and Php 14,481,395 as of June 30, 2021 and December 31, 2020, respectively (see Note 7). Allowance for impairment of receivables amounted to Php 82, 027,009 in December 31, 2020.

Estimation of NRV of Inventories. The Club writes down the cost of inventories whenever NRV of inventories becomes lower than cost due to damage, physical deterioration, obsolescence, changes in prices level or other causes. The lower of cost and NRV of inventories is reviewed at each financial reporting date. Inventory items identified to be obsolete and unusable are also written off and charged as expense in the statement of comprehensive income.

The carrying values of the inventories amounted to Php 5,131,324 and Php 4,340,292 as of June 30, 2021 and December 31, 2020, respectively. (see Note 8)

Estimation of Useful Lives of Property and Equipment. The Club estimates the useful lives of property and equipment based on the period over which the property and equipment are expected to be available for use. In addition, the estimations of useful lives of property and equipment are on the collective assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives of property and equipment are reviewed periodically and updated if expectations differ materially from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the property and equipment. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in factors mentioned above. The amounts and timing of recording of expenses for any period would be affected by changes in these factors and circumstances.

There are no changes in the estimated useful lives of property and equipment in 2021 and 2020. The carrying amount of property and equipment amounted to Php 785,117,468 and Php 809,283,944 as of June 30, 2021 and December 31, 2020 respectively. (see Note 11).

Determination of Impairment of Nonfinancial Assets. An impairment review should be performed when certain impairment indicators are present. Determining the value in use of property and equipment which requires the determination of future cash flows expected to be generated from the continued use and ultimate disposition of such assets, requires the Club to make estimates and assumptions that can materially affect the financial statements.

As determined by independent firm of appraiser, the fair value of property and equipment is higher than its carrying amount as of June 30, 2021 and December 31, 2020. The carrying amount of property and equipment amount to Php 785,117,468 and Php 809,283,944 as of June 30, 2021 and December 31, 2020, respectively. (see Note 11)

Land is carried at revalued amount. The appraised value of land as determined by independent firm of appraiser amounted to Php 9,201,849,000 as of June 30, 2021 and December 31, 2020.(see Note 10).

Estimating Fair Value of Land. The Club's land is carried in the financial statements at appraised value. The Club has established a process by which measurement of fair values of the land is in place for financial reporting purposes. This primarily involves the expertise of an independent valuer.

The valuer normally considers certain unobservable inputs and valuation adjustments to provide a reasonable indication of the fair value. Any significant changes to these inputs and adjustments could significantly affect the amount of the fair value of the land. Valuation reports are conducted every two to three years whenever management has identified any significant change in the status and condition of the asset. The Club engaged an independent valuation specialist to assess the fair value of the land. The value of the land was estimated by using the "Sales Comparison Approach". This is a comparative approach to value that considers the properties offered for sale and the related market data and establishes a value estimate by processes involving comparisons. Significant increase (decrease) in estimated price per square meter would result in a significantly higher (lower) fair value.

Asset Retirement Obligation. The Club recognized provisions for its obligations to dismantle nonuseable improvements over the area that it occupied at the end of its operations. The provision recognized represents the best estimate of the expenditure required to settle the present obligation at the current financial reporting date.

While the Club has made its best estimate in establishing the dismantlement provision because of potential changes in technology as well as safety and environmental requirements, plus the actual time scale to complete decommissioning activities, the ultimate provision requirements could either increase or decrease significantly from the Club's current estimates. Pursuant to IFRIC 1, "Changes in Decommissioning, Restoration and Similar Liabilities," changes in dismantlement liability that result from a change in the current best estimate of cash flows required to settle the obligation or a change in the discount rate are added to (or deducted from) the amount recognized as the related asset.

As of June 30, 2021 and December 31, 2020, the asset retirement obligation amounted to Php 9,266,996. (see Note 14)

Estimation of Retirement Benefit Obligation. The cost of defined benefit pension plans as well as the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting period.

Pension liability amounted to Php 20,298,261 and Php 21,612,228 as of June 30, 2021 and December 31, 2020, respectively. (see Note 19)

The mortality rate is based on publicly available mortality tables for the specific country and is modified accordingly with estimates of mortality improvements. Future salary increases and pension increases are based on expected future inflation rates.

Recognition of Deferred Tax Assets. Deferred tax assets are recognized for all deductible temporary differences to the extent that it is probable that future taxable income will be available against which the differences can be utilized. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable income.

Evaluation of Legal Contingencies. The estimate of probable costs for the resolution of possible claims has been developed in consultation with outside legal counsel handling the Club's defense in these matters and is based upon an analysis of potential results. As of June 30, 2018, the Club is involved in certain labor cases arising in the ordinary course of business, which are pending in courts or under protest. Management and its legal counsels believe that the Club has substantial legal and factual bases for its position and is of the opinion that losses arising from this legal action, if any, will not have a material impact on the Club's financial position and results of operations. It is possible, however, that future results of operations could be materially affected by changes in the estimates or in the effectiveness of strategies relating to these proceedings.

6. Cash and Cash Equivalents

This account consists of:

	30-Jun-21	31-Dec-20
Cash on hand and in banks	₱ 49,881,772	₱ 37,878,068
Short-term deposits	74,299	69,264
	₱49,956,071	₱37,947,332

Cash in banks earns interest at floating rates based on daily bank deposit rates.

Short-term deposits are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less and that are subject to an insignificant risk of change in value. Short-term deposits earn interest at the respective short-term deposits rates.

7. Receivables

This account consists of receivables from:

	30-Jun-21	31-Dec-20
Members	₱ 98,799,936	₱ 87,229,111
Others	7,678,933	9,279,293
	106,478,869	96,508,404
Less: allowance for doubtful accounts	94,920,347	82,027,009
	₱11,558,522	₱14,481,395

Receivables from members are noninterest-bearing and are generally on 30 to 90 days' term.

Other receivables are non interest-bearing and generally have 60 to 90 days' term which includes receivable from landowner and developer, advances to employees.

8. Inventories

At net realizable value:

	30-Jun-21	31-Dec-20
Golf equipment supplies	₱ 1,569,933	₱ 1,538,102
Operating supplies	3,561,391	2,802,190
	₱5,131,324	₱4,340,292

9. Input Value-added Tax and Other Current Assets

This account consists of:

	30-Jun-21	31-Dec-20
Input value-added tax	₱ 8,499,097	₱ 5,824,860
Prepayments	1,642,137	1,525,046
	₱10,141,234	₱7,349,906

Input Vat will be utilized through application against the Club's output Vat. Noncurrent portion of input VAT, which is presented as part of "Other noncurrent assets" in the statement of financial position amounted to ₱29,518,096 and ₱29,518,096 as of June 30, 2021 and as of December 31, 2020. Input VAT has no expiration period.

10. Land at Revalue Amount

This account consists of:

	30-Jun-21	31-Dec-20
Acquisition cost	₱ 722,375,819	₱ 722,375,819

Revaluation increment arising from the appraisal of land	8,479,473,181	8,479,473,181
	₱9,201,849,000	₱9,201,849,000

The appraised value of the land is based on the appraisal report performed by independent firm of appraisers on December 31, 2020.

11. Property and Equipment

This account consists of:

	Land Improvement	Building and Improvement	Facilities Equipment	Kitchen Equipment	Furniture and Fixture	Transportation Equipment	Total
Cost:							
December 31, 2020	1,364,769,353	219,207,518	199,940,713	5,440,729	26,335,715	6,561,888	1,822,255,916
Additions			3,218,776		109,944	757,142	4,085,862
Disposal							
June 30, 2021	1,364,769,353	219,207,518	203,159,489	5,440,729	26,445,659	7,319,030	1,826,341,778
Accumulated Depreciation and Amortization:							
December 31, 2020	705,942,041	134,384837	136,273,685	5,440,729	25,276,650	5,654,032	1,012,971,974
Additions	15,686,365	2,963,504	9,202,559		232,200	167,708	28,252,336
Disposal							
June 30, 2021	721,628,406	137,348,341	145,476,244	5,440,729	25,508,850	5,821,740	1,041,224,310
Net Book Value	643,140,947	81,859,177	57,683,245	-	936,809	1,497,290	785,117,468

12. Payable to landowner and developer

Payable to landowner and developer represents the value of unissued shares to the landowner and developer in exchange for the Complex.

As discussed in Note 1, ALC contributed to the Club about 306.73 hectares of land to be developed by SLRDI into golf courses, complete with clubhouse and amenities. In exchange for the land and development, the Club will remit the proceeds of the sale of the Club's shares allocated to the Joint Venture as payment of the Complex. The Complex was designed with a cost estimate equivalent to the expected proceeds from the sale of the shares of Club's share. At the time of the inception of the MOA, the Club shares were selling at the average price of P1.287 million per share.

As of June 30, 2021 and December 31, 2020, there are 1,291 remaining unsold shares allocated to the Joint Venture. Proceeds from the sale of these shares will be used to settle the remaining liability to the Joint Venture.

13. Accounts Payable and Other Current Liabilities

This account consists of:

	30-Jun-21	31-Dec-20
Trade	₱ 11,657,304	₱ 14,958,861
Refundable deposits from members	36,200,998	36,764,689
Accrued expenses	214,087,488	219,383,483
Deferred income	27,356,502	19,599,160
Advances from landowner and developer	23,800,687	23,800,687
Environmental fee	9,909,822	9,909,822
SSS,HDMF, Philhealth and withholding taxpayable	2,299,911	774,809
Others	28,156,482	24,384,064
	₱353,469,194	₱349,575,575

Trade, accrued expenses and other current liabilities are non-interest bearing and normally have an average term of less than one year. Other current liabilities consist of broker's fee, tournament fees and other expenses. Accrued expenses mainly represent accruals for utilities, salaries, wages and allowances and other employee benefits.

Refundable deposits include initial deposits from members who cancelled the subscription of their shares and will be returned upon demand. This also includes deposit from assignment of playing rights and will be returned when the assignees no longer renew the playing rights. Playing rights are only for a two-year period but may be renewed.

Deferred income represents (a) monthly dues and other fees that are billed and collected one month in advance, (b) paid but unused green fee vouchers which may be used to pay for green fees. Deferred income is realized when earned.

14. Asset Retirement Obligation

The Club has a constructive obligation to dismantle at the end of its operations non-useable improvements that it had introduced in the area it occupied. In this regard, the Club established a provision to recognize its estimated liability for the dismantlement of such improvements. Asset retirement obligation as of June 30, 2021 and December 31, 2020 amounted to Php 9,266,996.

The actual cost of dismantlement could vary substantially from the above estimate because of new regulatory requirements, changes in technology, increased costs of labor, materials, and equipment and/or actual time required completing all decommissioning activities.

15. Capital Stock

The number and movement of shares of stock are as follows:

	30-Jun-21	31-Dec-20
Capital stock, no par value		
Class "A" common stock (inclusive of 7 Founders' shares)		
Authorized	3,600	3,600
Issued and subscribed:		
Balance at beginning of year	3,128	3,128
Additional issuance	-	-
Balance at end of year	3,128	3,128
Class "B" common stock		
Authorized	1,400	1,400
Issued and subscribed		
Balance at beginning of year	889	889
Balance at end of year	889	889
Class "C" common stock		
Authorized	1,000	1,000
Issued and subscribed		
Balance at beginning of year	692	692
Cancellation of subscriptions	-	-
Balance at end of year	692	692

Capital stock consists of no par value common stock divided into Class A, B and C shares. Class "A" common shares, inclusive of Founders' shares, may be sold to citizens of the Philippines or to partnerships, corporations or associations, of which at least 60% of the outstanding capital stock entitled to vote is owned or controlled by citizens of the Philippines. Every holder of class "A" common share shall be entitled to one (1) membership in the Club. Class "A" shares can vote in the election of the members of the Board of Directors.

Class "B" common shares may be sold to any individual, corporation, partnership or association, irrespective of nationality. Every holder of class "B" common share shall be entitled to one (1) membership in the Club, but cannot vote in the election of the members of the Board of Directors nor be voted as one of the directors of the Club.

Class "C" common shares are special corporate shares which may be sold to corporations, partnerships or associations irrespective of their nationality or citizenship. Every holder of class "C" shares shall be entitled to one (1) membership in the Club, with two (2) playing rights, but cannot vote in the election of the members of the Board of Directors.

Ownership of all shares of stock of the Club is subject to the following restrictive conditions:

a. Except for the seven (7) Founders' share, voting rights of the rest of the shares will initially be suspended. Five (5) years from and after the full operation of the Club, the voting rights of the rest of the common shares shall automatically be revived, thus, putting the Founders' shares on equal footing in all respects with the Common Class "A" shares. Provided, however, the Founders' shares exclusive right to vote and be voted for in the election of directors shall be limited for a period of five (5) years from the date of incorporation of the Club. On October 21, 2008 the voting rights of the common shares were revived.

b. No transfer of shares of stock of the Club which will reduce the stock ownership of Filipino citizens to less than the minimum percentage of the outstanding capital stock required by law to be owned by Filipino citizens shall be allowed or permitted to be recorded in the books of the Club. This restriction shall be printed or indicated in all the certificates of stocks to be issued by the Club. Any transfer made in violation hereof shall be null and void.

c. No profit shall inure to the exclusive benefit of any of its stockholders, hence, no dividends shall be declared in their favor. Stockholders shall be entitled only to a pro-rata share of the assets of the Club at the time of its dissolution or liquidation.

d. No share of the Club hereafter issued shall be sold or transferred by the registered holder thereof except shares that were issued due to a sale of a lot (accompanying shares of lots) until such holder shall have first offered such shares for sale to the Club at a price not less that the book value of such shares as shown by the Club's audited financial statements as of the end of its calendar year next preceding the date of such offer.

e. In case of foreclosure by the pledge or mortgagee of the shares of stockholders in the Club, the pledge/mortgagee shall, in event of inability of the pledgor or mortgagor to meet his obligations under the terms of the pledge or chattel mortgage, notify the Club in writing of the date, time and place of the foreclosure sale and of the nature and amount of obligation secured by the pledge or mortgage, which sale shall be conducted not earlier that fifteen (15) days from the date the Club received written notice thereof. The Club shall have the right to purchase the auctioned shares, within thirty (30) days from the award, by paying in cash the price paid for by the winning bidder and expenses of sale incurred by the latter.

f. All Founding and Regular members and such non-members to whom the BOD may, by appropriate resolution, extend the privilege of using the Club's facilities in accordance with Article IV Section 2-3 of Amended By-laws shall be subject to the payment of monthly dues in such amount as may be prescribed by resolution of the BOD to meet the expenses for the general operations of the Club, and the maintenance and improvement of its premises and facilities.

   The landowner and developer of the Club, who acquired their shares through a primary offering, or original subscription, and/or in payment of developments, however, shall begin paying the membership dues on their shares only upon activation of the membership attached to the shares or upon the transfer of shares, whichever comes earlier. However, in the latter case of transfer of shares, the transferee shall be liable for all dues and assessments on the shares subject of the transfer.

g. In case any stockholder shall violate the provisions of the Articles of incorporation or the By-laws or rules and regulations of the Club or resolution duly promulgated by the BOD or stockholders, or commit any other act or conduct which the BOD may deem injuries to the interest or hostile to the objects of the Club, such stockholder may be expelled by the BOD in the manner provided in the By-laws upon proper notice and hearing, and he shall then cease to be a stockholder and shall have no right with respect to his share except the right to demand payment therefore in accordance with the by-laws. The Club shall have a period of ninety (90) days from the expulsion of the stockholder to make payment of his share. In case the share is an accompanying share of a lot, the value of the lot will be determined by an independent appraiser acceptable to the stockholder and to the BOD, and upon such payment the stockholder shall forthwith transfer and assign the share held by him as directed by the Club, and upon such payment the stockholder shall forthwith transfer and assign the share held by him as directed by the Club

h. In addition to the preceding provisions, the accompanying share of a lot is subject to the prohibition that it cannot be sold, transferred or encumbered separately from the lot. Any violation of this provision is null and void and shall not be recorded in the books of the Club. This prohibition shall appear in the certificates of stocks of such shares.

Membership of the Club consists of regular, assignee, honorary and founding members.

Regular Members. Regular members are natural persons who are registered shareowners and the duly designated representatives of juridical entities in whose name the share certificates have been issued. Regular members shall be entitled to use the facilities of the Club, provided, however, that only individual Members and Corporate Nominees shall have the right to vote and be voted at the election of directors.

Assignee Members. Assignee members are natural persons who are assignees of certain rights enjoyed by the stockholders of the Club, and must also pass the qualifications of the Club for individual memberships. Assignee members shall be entitled to use the facilities of and the privileges extended by the Club.

Honorary Members. Honorary membership shall be automatically extended only to the following incumbent public officers, the President of the Philippines, the Governor of Cavite and the Mayor of the Municipality of Gen. Trias, Cavite and such individual persons hereafter designated by the BOD.

Founding Members. Founding members shall be composed of the original incorporators of subscribers of the Club who are holders of founders' share. Founding members who are owner of founders' share have the sole right to vote within a period of five (5) years from the time of full operation of the Club. After the initial five-year period has elapsed, the voting rights of the rest of the common shares shall be revived, thus putting the founders' share on equal footing in all respects with the Common Class "A" shares.

16. Related Party Transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. These include: (a) individuals owning, directly or indirectly through one or more intermediaries, control, or are controlled by, or under common control with, the Club; (b) associates; and (c) individuals owning, directly or indirectly, an interest in the voting power of the Club that gives them significant influence over the Club and close members of the family of any such individual.

The following transactions have been entered into with related parties:

a. SLDRI and ALC Advances

   This pertains to collection from sale of the Club's shares of stocks Club remitted to the Club by the broker which is due to SLDRI and ALC. The Club has outstanding balance of ₱23,800,687 as of June 30, 2021 and as of December 31, 2020.

b. Legal Consultations and Review Services

Conal Corporation Legal Services Group, an affiliate of one of the Club's major shareholders, provides for consultations, review, advice and opinion on general law, contracts, corporation, tax, investments and other legal matters; preparation of short contracts and other documents required in the course of business of the Club. Total cost for such services amounted to ₱ 267,857.14 as of June 30, 2021 and Php 535,714 as of December 31, 2020. The Club has outstanding balance of ₱ 134,727.27 as of June 30, 2021.

c. SLDRI Accrued Expenses

This pertains to accrual of expenses pertains to water billings and real property taxes paid by SLDRI in behalf of the Club. The club has outstanding balance of ₱ 207,143641 as of June 30, 2021.

Compensation of Key Management Personnel

Compensation of key management personnel of the Club amounted to ₱ 3,977,304.89 and ₱ 7,458,792 as of June 30, 2021 and December 31, 2020, respectively. There are no long-term benefits given to key management in 2021.

17. Revenues

Membership Fees

This account consists of:

	30-Jun-21	30-Jun-20
Members' contribution	₱ 43,576,309	₱41,435,354
Transfer and assignment fee	22,979,000	1,177,827
Admission fee	910,000	343,984
Change of corporate nominee	200,000	178,571
Assessment	4,814,834	
Others	549,286	209,821
	₱73,029,429	₱43,345,557

Other Golf Revenues – net

This account consists of:

	30-Jun-21	30-Jun-20
Golf cart income	₱ 8,770,181	₱8,409,123
Bucket rental income	1,526,968	1,443,469
Others - net	1,161,198	1,403,707
	₱11,458,347	₱11,256,299

Income from Sports and Recreation Operations

This account consists of:

	30-Jun-21	30-Jun-20
Guest fee	₱ 58,661	₱113,224
Others	47,714	208,584
	₱106,375	₱321,808

18. Costs and Expenses

This account consists of:

	30-Jun-21	30-Jun-20
Repairs and maintenance	₱ 11,301,660	₱5,504,008

Light and water	7,956,108	9,885,065
Employee salaries, wages and benefits	19,423,617	21,945,294
Taxes and licenses	8,112,349	8,623,421
Security services	5,526,558	6,566,107
Operating supplies	1,555,315	3,328,103
Travel and transportation	3,370,839	2,953,325
Professional fees	3,233,168	1,430,445
Laundry services	0	262,254
Commission	599,214	401,754
Advertising and promotions	128,015	280,150
Communication	126,661	116,769
Miscellaneous	2,862,399	2,744,898
Bad Debts	14,249,998	12,346,715
	₱78,445,901	**₱76,388,308**

19. Pension Costs

The Club has unfunded defined benefit pension plan covering all qualified employees. Retirement benefits are payable in the event of termination of employment due to: (i) early, normal, or late retirement; (ii) physical disability; (iii) voluntary resignation; or (iv) involuntary separation from service. For plan member's retirement under normal, early or late terms, retirement benefit is equal to a percentage of final monthly salary for every year of credit service. The plan requires that contributions be made to a separately administered fund. Accrued pension cost amounted to₱ 20,298,261 as of June 30, 2021 and ₱21,612,228 as of December 31, 2020, respectively.

The principal assumptions used in determining accrued pension costs are shown below:

	30-Jun-21	**31-Dec-20**
Discount rate	3.66%	3.66%
Future salary increases	8.00%	8.00%

20. Financial Instruments

Financial Risk Management Objectives and Policies

The Club's principal financial instruments comprise cash and cash equivalents, receivables and accounts payable and other current liabilities, which arise directly from its operations.

The main risks arising from the Club's financial instruments are credit risk and liquidity risk. The Members and the BOD review and approve on the policies of managing each of the risks and they are summarized below:

Credit Risk. Credit risk arises when one party to a financial instrument will fail to discharge an obligation and cause the Club to incur a financial loss. The Club trades only with recognized, creditworthy third parties. It is the Club's practice that all members are subject to credit verification procedures.

The Club's exposure to credit risk related primarily to the collection of members' monthly dues. The Club's policy is to monitor the receivables balances on an ongoing basis. It is the Club's policy that any individual or corporation who wishes to become a member or assignee is to be subjected to strict membership qualification screening.

The table below shows the maximum exposure to credit risk for the Club's financial assets without taking account of any collateral and other credit enhancements:

	30-Jun-21	31-Dec-20
Cash and cash equivalents (excluding cash on hand)	₱49,596,071	₱37,587,332
Receivables:		
Members	3,879,589	5,202,102
Others*	5,194,005	5,228,031
Total credit risk exposure	₱58,669,665	₱48,017,465

**Excludes advances for business expenses and advances to employees totaling to ₱2,484,928 and ₱4,051,262 as at June 30, 2021 and December 31, 2020, respectively.*

The aging analysis of financial assets is as follows:

30-Jun-21

	Current			Past Due (1-90 Days)	Impaired	Total
	Minimal Risk	Average Risk	High Risk			
Cash and cash equivalents (excluding cash on hand)	P 49,596,071	P -	P -	P -	P -	P 49,596,071
Receivables						
Members	2,752,113			1,127,476	94,431,749	98,311,338
Other*	4,933,773			260,233	488,598	5,682,604
	P57,281,957	P -	P -	P1,387,709	P 87,507,432	P 153,590,013

31-Dec-20

	Current			Past Due (1-90 Days)	Impaired	Total
	Minimal Risk	Average Risk	High Risk			
Cash and cash equivalents (excluding cash on hand)	P 37,587,332	P -	P -	P -	P -	P 37,587,332
Receivables						
Members	3,474,246			1,727,856	82,027,009	87,229,111
Other*	4,723,854			504,177		5,228,031
	P 45,785,432	P -	P -	P 2,232,033	P 82,027,009	P 130,044,474

**Excludes advances for business expenses and advances to employees totaling to ₱2,580,888 and ₱4,051,262 as at March 31, 2021 and December 31, 2020, respectively.*

The Club classifies credit quality risk as follows:

Minimal risk - accounts with a high degree of certainty in collection, where counterparties have consistently displayed prompt settlement practices, and have little to no instance of defaults or discrepancies in payment.

Average risk - active accounts with minimal to regular instances of payment default, due to ordinary/common collection issues, but where the likelihood of collection is still moderate to high as the counterparties are generally responsive to credit actions initiated by the Club.

High risk - accounts with low probability of collection and can be considered impaired based on historical experience, where counterparties exhibit a recurring tendency to default despite constant reminder and communication, or even extended payment terms.

The tables below summarize the maturity profile of the Club’s financial liabilities based on contractual undiscounted payments.

	30-Jun-21			
	Due and Demandable	Less than 3 Months	More than 3 Months	Total

Cash and cash equivalents (excluding cash on hand)	P 49,596,071	P -	P -	P 49,596,071
Receivables				
Members		3,879,589		3,879,589
Others			5,194,006	5,194,006
	49,596,071	3,879,589	5,194,006	58,669,666
Accrued expenses		214,087,488		214,087,488
Trade		11,657,304		11,657,304
Refundable deposits	36,200,998			36,200,998
Advances from joint venture partners	23,800,687			23,800,687
Others		38,066,304		38,066,304
	60,001,685	263,811,096	-	323,812,781
Liquidity gap	**(P10,405,614)**	**(P259,931,507)**	**P 5,194,006**	**(P265,143,115)**

	31-Dec-20			
	Due and Demandable	Less than 3 Months	More than 3 Months	Total
Cash and cash equivalents (excluding cash on hand)	P 37,587,332	P -	P -	P 37,587,332
Receivables				
Members		5,202,102		5,202,102
Others			5,228,031	5,228,031
	37,587,332	5,202,102	5,228,031	48,017,465
Accrued expenses	-	219,383,483	-	219,383,483
Trade	-	14,958,861	-	14,958,861
Refundable deposits	36,764,689	-	-	36,764,689
Advances from joint venture partners	23,800,687			23,800,687
Others	-	34,293,886	-	34,293,886
	60,565,376	268,636,230	-	329,201,606
Liquidity gap	**(P22,978,044)**	**(P263,434,128)**	**5,228,031**	**(P252,209,923)**

Capital Management

The primary objective of the Club's capital management is to safeguard the Club's ability to continue as a going concern, so that it can continue to provide services for its members and other stakeholders.

The Club manages the capital structure and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Club may return capital to member, issue new shares, or sell assets to reduce debt.

The Club monitors capital on the basis of the debt-to-equity ratio. This ratio is calculated as total liabilities divided by total equity.

The Club's strategy, which was unchanged from prior period, was to maintain the debt-to-equity ratio at a manageable level.

	30-Jun-21	31-Dec-20
Total current liabilities	P 353,469,194	P 349,575,575
Total noncurrent liabilities	2,573,407,211	2,574,721,178
Total liabilities (a)	2,926,876,405	2,924,296,753
Total equity (b)	7,174,851,471	7,188,450,477
Debt-to-equity ratio (a/b)	0.41:1	0.41:1

21. Fair Value

Assets measured at fair value:

	Date of Valuation	Total	Level 1 Quoted Price in Active Markets	Level 2 Significant Observable Input	Level 3 Significant Unobservable Input
Land	**December 31, 2020**	**P 9,201,849,000**	**P -**	**P -**	**P 9,201,849,000**
	December 31, 2019	7,054,750,900			7,054,750,900

The value of the land was estimated by using the "Sales Comparison Approach." This is a comparative approach to value that considers the properties offered for sale and the related market data and establishes a value estimate by processes involving comparisons.

The carrying value of the Club's cash, receivables and accounts payable and other current liabilities approximate their fair values as of December 31, 2019 due to the short-term nature of these financial instruments.

22. Commitments

Concession Agreements

The Club entered into a Concession Agreement with Eagle Ridge Employees Multi-Purpose Cooperative, whereby the Club agrees to allow the Cooperative to operate the food and beverage facilities of the Main Golfers' lounge, Aoki Golfers' lounge, Bowling Café and Tee houses at all Golf Courses for a period of three (3) years starting October 22, 2011 provided the review of the terms and condition of the Concession Agreement will be undertaken yearly by both parties, preferably every anniversary month. The Cooperative undertakes to pay the Club a rental fee of 10% of gross revenue exclusive of service charge which already includes electricity, water bills and space rent payable on or before the 15th day of the succeeding month.

On August 30, 2014, the Club has renewed its concession agreement with Eagle Ridge Multi-Purpose Cooperative for a period of one (1) year renewable upon the mutual agreement of the parties. The concessionaire undertakes to pay the Club a rental fee of 12% of revenue, which already includes electricity, water bills, space rent, and other dues payable on a monthly basis.

On August 30, 2015, the agreement with Eagle Ridge Multi-Purpose Cooperative was terminated; and on September 1, 2015, the Club has entered a concession agreement with Interpro Food Specialist, Inc. for a period of three (3) years, however on September 15, 2016, Champions Sports Bar & Restaurant bought the contract of Interpro, where Champions Sports Bar & Restaurant shall serve as the Food and Beverage concessionaire up until the unexpired portion of Interpro's contract until August 31, 2018.

On October 1, 2018, the Club entered into a new concession agreement with Elaine Kitchenette and Chef Elmer Food Solutions Corporation. Both agreement have a contract term of three (3) years commencing October 1, 2018 until September 30, 2021.

Whereas the Concessionaire shall cater the Food and Beverage operation in the following outlets: Main Clubhouse, Aoki Clubhouse, Dye Clubhouse, Sports Clubhouse, 9 Tee Houses and all the banquet requirements. The revenue share of the Club shall be 10% F&B Sales net of applicable discounts and sales priced at food cost.

Income from Concessionaire amounted to ₱ 493,254 as of June 30, 2021 and to ₱ 924,483 as of June 30, 2020, and is included in "Income from concessionaire" in the revenues section of the statement of comprehensive income.

Sales Agency Agreement

The Club entered into a Sales Agency Agreement with OUM Golf Academy (the "Agent"), whereby the Club agrees to allow the OUM to be the Club's exclusive sales agent for the Club's golf round packages for specific use of individuals learning golf or improving their golf skills. The original contract was for a term of three (3) years starting April 1, 2009. The Club renewed the agreement for another 3 years starting April 1, 2012 and provides that OUM shall pay the Club the amount of Php21,000,000.00 in advance. On April 1, 2015 the Club again renewed the agreement for another year and ended March 31, 2016. Starting April 1, 2016, the Club's income from Golf Academy consists of tuition fees that the Club receives from various schools and enrollees. This is in lieu of the expired contract as mentioned above.

Income from Golf Academy amounted to Php 40,179 and Php 2,732,143 as of June 30, 2021 and 2020 and is included in "Green Fees" in the revenue section of the statements of comprehensive income.

The Club also entered into a Sales Agency Agreement with Cardea Corporation whereby exclusive agent of the Club for foreign tourist golfers for a one (1) year period commencing September 1, 2012 and ending August 31, 2013 and provides that Cardea Corporation shall pay the agreed upon amount of Php28,500,000.00 in the manner agreed by both parties.

After the expiration of the contract with Cardea Corporation, the Club also entered into a Sales Agency Agreement with LK Marketing Corporation (LK) whereby LK will also become the Club's new exclusive agent for foreign tourist golfers for the one (2) years period starting September 1, 2013 and ending August 31, 2015. The agent shall pay the agreed upon amount of Php60,020,000.00 in the manner agreed by both parties. The agreement provides that the Club shall make 262 rounds available daily for LK tourists.

On September 1, 2015 the Sales Agency Agreement with LK Marketing Corporation was renewed for another two (2) years and ending August 31, 2017. The agent shall pay the agreed upon amount of Php59,000,000.00 in the manner agreed by both parties.

On September 1, 2017 the Sales Agency Agreement with LK Marketing Corporation was renewed for another two (2) years and ending August 31, 2019. The agent shall pay the agreed upon amount of Php60,050,000.00 in the manner agreed by both parties. Club renewed the agreement for another two (2) years starting August 2019, however the contract was terminated last August 2020 due to the pandemic.

Income from the foregoing sales agreements amounted to Php NIL as of June 30, 2021 and Php 15,446,428.57 as of June 30, 2020, respectively and is included in "Green Fees" in the revenue section of the statements of comprehensive income.

23. Standards issued but Not Yet Effective

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Club does not expect the future adoption of the said pronouncements to have a significant impact on its consolidated financial statements. The Club intends to adopt the following pronouncements when they become effective.

Effective beginning on or after January 1, 2018

- Amendments to PFRS 2, *Share-based Payment*, *Classification and Measurement of Share-based Payment Transactions*

- PFRS 9, *Financial Instruments* - PFRS 9 reflects all phases of the financial instruments project and replaces PAS 39, *Financial Instruments: Recognition and Measurement*, and all previous versions of PFRS 9. The standard introduces new requirements for classification and measurement, impairment, and hedge accounting. Retrospective application is required but providing comparative information is not compulsory.

  The Club is currently assessing the potential impact of adopting PFRS 9 in 2018.

- Amendments to PFRS 4, *Insurance Contracts*, *Applying PFRS 9, Financial Instruments, with PFRS 4*

- PFRS 15, *Revenue from Contracts with Customers* - PFRS 15 establishes a new five-step model that will apply to revenue arising from contracts with customers. Under PFRS 15, revenue is recognized at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in PFRS 15 provide a more structured approach to measuring and recognizing revenue.

  The new revenue standard is applicable to all entities and will supersede all current revenue recognition requirements under PFRSs. Either a full retrospective application or a modified retrospective application is required for annual periods beginning on or after January 1, 2018. Early adoption is permitted. The Club is currently assessing the potential impact of adopting PFRS 15 in 2018.

- Amendments to PAS 28, *Measuring an Associate or Joint Venture at Fair Value* (Part of *Annual Improvements to PFRSs* 2014 - 2016 Cycle)

- Amendments to PAS 40, *Investment Property*, *Transfers of Investment Property*

- Philippine Interpretation IFRIC-22, *Foreign Currency Transactions and Advance Consideration*

Effective beginning on or after January 1, 2019

- Amendments to PFRS 9, *Prepayment Features with Negative Compensation*

- PFRS 16, *Leases* - PFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under PAS 17, *Leases*. The standard includes two recognition exemptions for lessees – leases of 'low-value' assets and short-term leases (i.e., leases with a lease term of 12 months or less). At the commencement date of a lease, a lessee will recognize a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset). Lessees will be required to separately recognize the interest expense on the lease liability and the depreciation expense on the right-of-use asset.

  Lessees will be also required to remeasure the lease liability upon the occurrence of certain events (e.g., a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The lessee will generally recognize the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

  Lessor accounting under PFRS 16 is substantially unchanged from today's accounting under PAS 17. Lessors will continue to classify all leases using the same classification principle as in PAS 17 and distinguish between two types of leases: operating and finance leases.

  PFRS 16 also requires lessees and lessors to make more extensive disclosures than under PAS 17.

  Early application is permitted, but not before an entity applies PFRS 15. A lessee can choose to apply the standard using either a full retrospective or a modified retrospective approach. The standard's transition provisions permit certain reliefs.

  The Club is currently assessing the impact of adopting PFRS 16.

- Amendments to PAS 28, *Long-term Interests in Associates and Joint Ventures*

- Philippine Interpretation IFRIC-23, *Uncertainty over Income Tax Treatments*

Deferred effectivity

- Amendments to PFRS 10 and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

PART I - FINANCIAL INFORMATION

Item I. Financial Statements

The financial statements are fairly presented in conformity with accounting principles generally accepted in the Philippines.

Item II. Management Discussion and Analysis of Financial Condition and Results of Operations for the Three Months Ending June 30, 2021.

The Company's key performance indicators are the number of players, golf rounds, golf carts' usage, pro-shop sales and the number of members and guests patronizing sports facilities. The Club calculates or identifies the indicator based on analysis presented.

The Club is not aware of any trends, demands, commitments, and events or uncertainties that will have a material impact on the Clubs' liquidity except for the global slowdown in business, which had an effect in the golf industry as well as membership sales. It is neither aware of any events that will trigger direct or contingent financial obligations that is material to the Company or may result in a default or acceleration of an obligation.

There have been no material off-balance sheet transactions, arrangements, obligations (including contingent obligations), neither is there any existing relationships of the Club with unconsolidated entities or other persons created during the reporting period.

The Club has material commitments for capital expenditures on the upkeep and maintenance of its facilities and equipment.

There have been no known trends, events or uncertainties that have had or that are reasonably expected to have material favorable or unfavorable impact on net sales/revenues/income from continuing operations.

There have been no significant elements of income or loss that have arisen from the Company's continuing operations.

There have been no seasonal aspects that had a material effect on the Company's financial condition or result of operations during the reporting period.

Results of Operations

Total revenues went up by Php10.3M or 13% from Php81.4M in 2020 to Php91.7M in 2021. This was attributed to the increase of Membership Fees by 68% or Php29.7M from Php43.3M in 2020 to Php73.0M in 2021. This was mainly due to the extraordinary revenue on the sale of 100 auction shares amounting P20M. Likewise, other golf revenue increased by Php0.2M or 2% from Php11.3M in 2020 to Php11.5M in 2021. On the other hand, Green Fee on Guest fees decreased by Php16.2M or 71% from Php22.8M in 2020 to Php6.6M in 2021 due to the pandemic. In addition, green fee on golf academy also decreased by Php2.7M or 99% from Php2.7M in 2020 to Php0.0M in 2021.Income from sports and recreation operations also went down by Php0.2M or 67% from Php0.32M in 2020 to Php0.10M in 2021.

Total costs and expenses increased by Php2.1M or 3%, from Php76.4M in 2020 to Php78.5M in 2021.

The Club incurred an operating loss of Php13.6M as of June 30, 2021.

Key Performance Indicators

1) Total Golf Rounds

A golf round is equivalent to 18 holes of golf played by a golfer and indicates the ability of the Club to lure its members to continuously avail of the facilities and to generate, thru marketing activities, additional guests' patronage. Total golf rounds in 2021 was registered at 21,657 rounds, lower than 2020 experience of 33,933 rounds by 12,276 rounds or 36%. The decrease was mainly attributable to COVID19 pandemic wherein started March 2020.

2) Golf Cart Usage

Golf cart usage is the ability of the Club to inform the golfers of the importance of using golf carts not only to generate revenues but to control the flow of traffic in the golf courses. The total number of golfers availing of golf carts, a decrease by 4,786 golfers or 21% was recorded, from 23,129 golfers in 2020 to 18,343 golfers in 2021. This performance was in direct relation to the decline in golf rounds.

3) New Members Generated

"New members generated" is the ability of the Club, thru its marketing strategies, to solicit new members to enhance generation of additional revenues. New members generated in 2021 totaled 47 members, an increase by 26 members or 124% from 2020 mark of 21 members. The Club is continuously embarking a sales blitz by visiting corporate entities and other golf clubs.

4) Average Food & Beverage (F&B) Check

Average F&B check is calculated by dividing total F&B revenues derived from golfers' lounges and tee-houses by total golfers. It measures the ability of the Club's concessionaire to push sales to golfers thru its improved services. The average F&B check has slightly decreased by Php31 or 20%, from Php157 in 2020 to Php126 in 2021.

5) Unlimited Bucket Rental

Unlimited bucket rental is the unlimited use of golf balls in the use of the Club's driving range and is priced at Php6,000 per month or Php3,000 per half-month or Php1,000.00 per year exclusively for members. It indicates the ability of the Club to offer unlimited bucket rental to playing golfers. Unlimited bucket rental went up by 20 from 914 in 2020 to 934 in 2021.

6) Electricity Consumption in Kilowatt-Hour (KWH)

"Electricity consumption in KWH" is a measurement of the Club's ability to monitor and control its electricity consumption to a minimum level thru periodic inspection of its golf course equipment and facilities. The club decreases in electricity consumption in KWH by Php132k or 14% from Php941.5K in 2020 to Php809k in 2021. The Club is continuously undertaking the rehabilitation works on its wells and pumps which brought the decrease in power consumption. In addition, the temporary closure of the locker room and one Clubhouse open during weekdays contributed to the decrease of electricity consumption.

7) Ratio of Gasoline to Cart Income

This indicates the ability of the Club to monitor over-consumption of gasoline in the use of golf carts, and determined by dividing total cart gasoline expense to total cart income. The Club has garnered a variance by 3%, from 8.3% in 2020 to 11.3% in 2021. The average price per liter of gasoline increased by Php2/liter or 3.41%, from Php48.32/liter in 2020 to Php49.97/liter in 2021.

FINANCIAL CONDITION

Total current assets as at June 30, 2021 totaled to Php76.8M; Php12.7M or 20% higher from Php64.1M in December 31, 2020. Cash and cash equivalents increased by Php12.0M or 32%, from Php37.9M in December 31, 2020 to Php50.0M in June 30, 2021. Input value-added tax and other current assets is up by Php2.8M or 38% as compared to December 31, 2019. Net receivables went down by Php2.9M or 20%, from Php14.5M on December 31, 2020 to Php11.6M on June 30, 2021. Property and equipment decreased by Php24.2M; net result of depreciation charged to operations in 2021 and additional capex.

Furthermore, total current liabilities increased by Php3.9M or 1%, from Php349.6M on December 31, 2020 to Php353.5M on June 30, 2021.

The Club reported an accumulated deficit of Php1.3B as of June 30, 2021.

Plan of Operations

In our strive to maintain the 4 championship courses, the Club will continuously repair sprinklers and controllers as well as invest in repair of Club's irrigation. In this way, we can continue to maintain the condition of our 4 golf courses and to continually improve in order to provide best golf experience to our members. Eventually the Club will be part of the top courses in the country.

Unfortunately, the pandemic have impact on the Club's financial performance in 2020 as continuous in 2021 but the management take necessary measures to see a break-even for the period due to unavoidable fixed costs and additional expenses such as maintenance and depreciation expense. The Club continues its operation in adherence to the DTI MC 21-14 which outlines the "Mandatory Health and Safety Protocols of Golf Courses.

The management had no choice but to implement the DOLE's recommendation of cutting employees work days. Additional cost cutting measures were one clubhouse open during weekdays, closure locker services, implementation of no issuance of passport and reduction of GCM supplies requirements.

We are making ways to ensure that the Club will survive this crisis and once the international travel is allowed, we are confident that we will slowly but surely go the right direction.

There's no any significant product research and development that will be undertaken in 2021.

PART II - OTHER INFORMATION

There are no matters and events that need to be disclosed under SEC Form 17-C.

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned there unto duly authorized.

Issuer: **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.**

Signature and Title : MARIZA SANTOS-TAN
Corporate Secretary

Date : ____________________

Signature and Title : RICHARD H. BANGHERO
Finance Manager

Date : ____________________

EAGLE RIDGE GOLF & COUNTRY CLUB
KEY INDICATOR REPORT

	30-Jun-21	30-Jun-20
Operating Revenue	91,716,001	81,405,001
% Change from interim period of preceding year / last fiscal year		13%
Operating expenses	78,445,901	76,388,308
% Change from interim period of preceding year / last fiscal year		3%
Gross Operating Profit	13,270,100	5,016,693
% Change from interim period of preceding year / last fiscal year		165%
GOP % of Operating Revenue	14%	6%
No. of Players	21,789	32,245
% Change from interim period of preceding year / last fiscal year		-32%
Golf Operation Gross	18,046,764	34,081,010
% Change from interim period of preceding year / last fiscal year		-47%
GO Cost of Sales %	172%	89%
GO Payroll %	88%	44%
GO Net	(12,970,625)	3,705,672
GO Net % of Gross	-14%	5%
Income from Concessionaire	493,254	924,483
% Change from interim period of preceding year / last fiscal year		-47%
Sports Gross	106,375	321,808
% Change from interim period of preceding year / last fiscal year		-67%
Sports Payroll %	932%	329%
Sports Net	(1,390,672)	(1,472,996)
Sports Net % of Gross	-1307%	-458%
Other Membership fees	24,638,286	1,910,205
Membership Expenses	1,187,161	994,901
Net Other membership fees	23,451,125	915,304
% Change from interim period of preceding year / last fiscal year		2462%

EAGLE RIDGE GOLF & COUNTRY CLUB
KEY INDICATOR REPORT

	30-Jun-21	30-Jun-20
Members' Contributions	73,029,429	44,405,765
% Change from interim period of preceding year / last fiscal year		64%
G&A Expense	29,256,312	29,139,977
% Change from interim period of preceding year / last fiscal year		0%
Club Operating Total Payroll Expense	18,741,367	18,028,728
% Change from interim period of preceding year / last fiscal year		4%
Payroll as a % of Operating Revenue	20%	22%

EAGLE RIDGE GOLF & COUNTRY CLUB
FINANCIAL SOUNDNESS INDICATORS
AS OF JUNE 30, 2021

Current/Liquidity Ratios

	30-Jun-21	30-Jun-20
Total Current Assets (a)	76,787,151	76,413,460
Total Current liabilities (b)	353,469,194	349,355,215
Current/ Liquidity Ratio	0.22:1	0.20:1

Solvency / Debt to Equity Ratios

	30-Jun-21	30-Jun-20
Total Net Income + Depeciation (a)	14,653,331	4,385,596
Total liabilities (b)	2,926,876,404	2,277,128,007
Solvency Ratio:	0.01:1	0.00:1

	30-Jun-21	30-Jun-20
Total liabilities	2,926,876,404	2,277,128,007
Total Equity	7,174,851,472	5,716,417,247
Debt to Equity Ratio:	0.40:1	0.38:1

Asset to Equity Ratios

	30-Jun-21	30-Jun-20
Total Current Assets (a)	76,787,151	76,413,460
Total Equity (b)	6,445,634,360	5,525,598,348
Asset to Equity Ratio:	0.01:1	0.01:1

Profitablility Ratios

	30-Jun-21	30-Jun-20
Gross Profit	13,270,100	5,016,693
Net Sales	91,716,001	81,405,001
Gross Margin	14%	6%

	30-Jun-21	30-Jun-20
Operating Profit	(13,599,006)	(23,135,456)
Net Sales	91,716,001	81,405,001
Operating Margin	-15%	-28%

	30-Jun-21	30-Jun-20
Net Income	(13,599,006)	(23,135,456)
Asset	10,101,727,876	7,993,545,254
Return on Asset	-0.13%	-0.29%

Annex "C"

EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.
MINUTES OF THE VIRTUAL ANNUAL STOCKHOLDERS' MEETING[1]
Held at the Main Clubhouse, Eagle Ridge Golf & Country Club
General Trias, Cavite, on October 22, 2020 at 2:00 p.m.

CALL TO ORDER

The Chairman of the Board of Directors, Mr. Tomas I. Alcantara, called the meeting to order and presided over the same. After introducing each incumbent director, he gave some welcome remarks to the stockholders. The Corporate Secretary, Ms. Mariza Santos-Tan, recorded the minutes of the proceedings.

CERTIFICATION OF NOTICE AND QUORUM

The Corporate Secretary certified that the Definitive Information Statement and notices of the meeting were sent to all the stockholders of record at their respective addresses as indicated in the corporate records, at least 21 days before the meeting, in compliance with the Revised Corporation Code.

The Corporate Secretary likewise certified that there were present at the meeting, in person or by proxy, stockholders representing 1,363 shares or at least 35% of the Corporation's outstanding capital stock of 3,882 share, and that a quorum was, therefore, present for the transaction of corporate business. She further certified that 1,455 active and paying Class "A" shares or a majority of the outstanding 1,563 active and paying Class "A" shares was present at the meeting, in person or by proxy, and, therefore, a quorum also exists for the election of directors.

She proceeded to inform the Chairman that they provided the stockholders with the Rules of Conduct of the meeting and the voting procedure, and the Club reminded those attending the meeting of those Rules and procedure.

APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

The Chairman stated that the next matter on the agenda is the approval of the minutes of the previous Annual Stockholders' Meeting held on October 24, 2019. The Corporate Secretary informed the Chairman that copies of said minutes had been earlier distributed to the stockholders, but they received no inquiry on this matter except a motion to dispense with the reading of these Minutes. She also reported that based on their tally, at least a majority of the shares present approved the Minutes. The Chairman thus declared that, on motion duly made and seconded, the reading of said minutes will be dispensed with and that the same will be approved without reading. There being no objection, the motion was carried and the minutes of the Annual Stockholders' Meeting held on October 24, 2019 was deemed approved.

MANAGEMENT REPORT

The Chairman said that the next item on the agenda is the Management Report on the operations of the Corporation to be delivered by the General Manager (GM), Mr. Antonio Carlos

[1] Zoom Meeting ID: 924 7344 8828

Ocampo. He reported on the Corporation's results of operations for the past year and gave a comparison of the financial position of the Corporation for the years ended December 31, 2019 and 2018. The GM likewise rendered a report on the comparative Golf Rounds for 2020, 2019, and 2018 and the results of operations for the first half of 2020. He also presented the Corporation's ranking for 2020 and 2019 based on market share.

After the report, the Chairman asked if there are questions from the stockholders about the Management Report and the Audited Financial Statements for 2019. The Corporate Secretary replied that they received no inquiry on this matter, and that based on their tally, at least a majority of the shares present approved the Annual Report and the Audited Financial Statements for 2019. She informed the Chairman that the Club advised those attending the meeting of the proposed motion for this item.

The Chairman then declared that, upon motion made and duly seconded, the Management Report and the Audited Financial Statements for the year ended December 31, 2019 were duly approved.

RATIFICATION OF THE ACTS OF MANAGEMENT

The Chairman stated that the next matter on the agenda is the ratification of the acts of the Board of Directors and the officers of the Corporation. A summary of these corporate acts was included in the materials distributed to the stockholders. The Chairman asked the Corporate Secretary if there was any inquiry about the acts of the Board and management. The Corporate Secretary replied that they received no inquiry on this matter, and that based on their tally, at least a majority of the shares present approved these acts. She informed the Chairman that the Club advised those attending the meeting of the proposed motion for this item.

Hence, the Chairman announced that, on motion duly made and seconded, it was resolved that all the acts, decisions, and/or resolutions of the Board of Directors, officers and management, from the last Annual Stockholders' Meeting to date, are deemed approved and ratified.

APPOINTMENT OF EXTERNAL AUDITORS

The next matter on the agenda was the appointment of the external auditors of the Corporation. The Chairman asked the Corporate Secretary if there was any inquiry about this matter. The Corporate Secretary replied that they received no inquiry on this matter, and that based on their tally, at least a majority of the shares present approved the appointment. Thus, the Chairman announced that, on motion duly made and seconded, it was resolved that the accounting firm of Sycip Gorres Velayo & Co. ("SGV") be appointed external auditors of the Corporation for 2020-2021.

ELECTION OF DIRECTORS

The next matter on the agenda was the election of the members of the Board of Directors. The Chairman requested the Corporate Secretary to report on the nominees for the Board of Directors. She informed the stockholders that the Nomination Committee of the Corporation received nine (9) nominations to the 9 available seats in the Board of Directors and that the nine (9) candidates for the Board of Directors were:

1. TOMAS I. ALCANTARA

2. EDITHA I. ALCANTARA
3. EXEQUIEL D. ROBLES
4. VICENTE R. SANTOS
5. MARIZA SANTOS-TAN
6. ALFREDO G. PAREJA

and as Independent Directors

7. BENJAMIN R. ALMARIO
8. RAMIL L. VILLANUEVA
9. EULOGIO M. GOMEZ

The Chairman asked the Corporate Secretary if there was any inquiry about this matter. The Corporate Secretary replied that they received no inquiry on this matter, but they advised those attending the meeting of the proposed motion for the nominations, which is to proclaim these nominees as the Directors of the Board for 2020-2021 since there are no other nominees. Consequently, the Chairman declared that, on motion duly made and seconded, it was resolved that the 9 nominees will be the duly elected directors of the Corporation for 2020-2021 and until their successors shall have been elected and qualified as provided in the Corporation's By-Laws.

The Chairman acknowledged that Messrs. Benjamin R. Almario, Eulogio M. Gomez, and Ramil L. Villanueva as the Corporation's independent directors.

ADJOURNMENT

There being no further business to transact, and on motion duly made and seconded, the meeting was adjourned.

MARIZA SANTOS-TAN
Corporate Secretary

ATTESTED:

TOMAS I. ALCANTARA
Chairman of the Board of Directors

Annex "D"

EAGLE RIDGE GOLF & COUNTRY CLUB, INC.
Summary of Relevant Board Resolutions
August 2020 to July 2021

August 27, 2020

- Award of the lease of Main Clubhouse Pro Shop to Delta Links Corp.
- Negotiation for payment of Elaine's Kitchenette accrued concessionaire's fees
- Approval of the List of Applicants for Membership as of 31 July 2020
- Authorization to apply with the Optical Media Board for permission for cd replication
- Metrobank online banking appointment of System Administrator

October 22, 2020

- Approval of the List of Applicants for Membership as of 30 September 2020
- Approval of Contract of Lease with Voltrex Trading for the Main Clubhouse Pro Shop
- Imposition by the Club of a trail fee of Php200 per round

December 4, 2020

- Approval of the List of Applicants for Membership as of 31 October 2020

January 16, 2021

- Approval of the Revised 2021 budget proposal
- Opening of an account with LBP Trece Martires branch
- Car loan from Metrobank for the purchase of a Mitsubishi L300 for the shuttle service of Club employees
- Approval of the proposed Data Privacy Policy of the Club

January 27, 2021

- Updating of BPI Greenhills account
- Authorization to secure a loan from Sta. Lucia Realty & Development, Inc.

February 5, 2021

- Approval of the proposed Special Separation Program (SSP)

March 5, 2021

- Registration of eOR computer software with the BIR
- Appointment of representative/s to process Affidavit re Books of Account and BIR 2307

- Appointment of a representative to process with the BIR the printing of Official Receipts and/or Credit Card Charge Invoice
- Transfer of Ownership of vehicle under car plan to Ms. Angeline Joy Esquibel
- Transfer of Ownership of vehicle under car plan to Ms. Danilo Cruz
- Approval of the List of Applicants for Membership as of 31 January 2021
- Approval of separation pay for agency employees
- Approval of Lifetime Membership Program
- Approval of auction of shares to Mr. Philip Chien

April 22, 2021

- Approval of a one-time financial assistance to caddies, agency contractors, and new employees during ECQ

May 7, 2021

- Transfer of ownership of vehicle under car plan to Mr. Robert Dilig
- Approval of the 2020 Audited Financial Statements
- Appointment of new Data Privacy Officer
- Appointment of representative to submit the required reports through the SEC's Online Submission Tool
- Payment of compensation to Club agronomist for work done while in the United States

June 10, 2021

- Approval of the List of Applicants for Membership as of 31 May 2021
- Updating of RCBC dormant Account
- Deed of Undertaking and Indemnity for BPI
- Authorized signatories for Landbank Dasmarinas Branch
- Processing internally of transfer of Club shares
- Setting of the date of the 2021 Virtual Annual Stockholders Meeting (VASM) and record date on 7 September 2021
- Approval of the proposed Calendar of Activities leading to the 2021 VASM
- Adoption of Rules for the 2021 VASM

July 1, 2021

- Transfer of Ownership of vehicle under car plan to Ms. Abigael Claudine Torres

CERTIFICATION OF INDEPENDENT DIRECTORS

I, **PHILIP J. CHIEN,** Filipino, of legal age and a resident of #122 First Global Bldg. Gamboa St., Legazpi Village, Makati, after having been duly sworn to in accordance with law do hereby declare that:

1. I am a nominee for Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.**

2. I am affiliated with the following companies or organizations:

Company/Organization	Position	Period of Service
Global Satellite Technology	President	2005 - Present
Golden Nation News Network (GNN)	President	2011 - Present
Republic of Botswana	Consul General	2010 - Present

3. I possess all the qualifications and none of the disqualifications to serve as Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.** as provided for in Section 38 of the Securities Regulation Code and its Implementing Rules and Regulations, and other issuances of the Securities and Exchange Commission (SEC).

4. I am not related to any / director / officer / substantial shareholder of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.** and its subsidiaries and affiliates other than the relationship provide under Rule 38.2.3 of the Implementing Rules and Regulations of the Securities Regulation Code.

5. To the best of my knowledge, I am not the subject of any pending criminal or administrative investigation or proceedings.

6. I shall faithfully and diligently comply with my duties and responsibilities as independent director under the Securities Regulation Code and its Implementing Rules and Regulations, Code of Corporate Governance, and other SEC issuances.

7. I shall inform the corporate secretary of EAGLE RIDGE GOLF AND COUNTRY CLUB. INC. of any changes in the abovementioned information within five days from its occurrence.

Done, this AUG 03 2021 at Trece Martires City.

PHILIP J. CHIEN
Affiant

SUBSCRIBED AND SWORN to before me this AUG 03 2021, at Trece Martires City, affiant personally appeared before me and exhibited to me his ______________________.

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Page No. 85;
Book No. 171;
Series of 2021.

ANNALYN D. OKONKWO-LU
Notary Public
Until 31 December 2021
PTR No. CAV 416682 / 01.04.2021
IBPR No. 130400 / 10.07.2020
Attorneys' Roll No. 45012
MCLE CC No. VI-0222290 / 04.14.2022
No. 10 Trece-Indang Road, Luciano
Trece Martires City, Cavite

CERTIFICATION OF INDEPENDENT DIRECTORS

I, **BENJAMIN R. ALMARIO**, Filipino, of legal age and a resident of 33 Legaspi St., Alabang Hills Subd., Muntinlupa City, after having been duly sworn to in accordance with law do hereby declare that:

1. I am a nominee for Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.**, and have been its independent director since 2002.

2. I am affiliated with the following companies or organizations:

Company/Organization	Position	Period of Service
Kumassie Plantation Co., Inc.	Chairman-Director	present
Stoneworks Specialists International Inc.	Corporate Secretary	present
ACR Mining Corporation	Independent Director	present

3. I possess all the qualifications and none of the disqualifications to serve as an Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC**. as provided for in Section 38 of the Securities Regulation Code and its Implementing Rules and Regulations, and other issuances of the Securities and Exchange Commission (SEC).

4. I am not related to any / director / officer / substantial shareholder of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC**. and its subsidiaries and affiliates other than the relationship provide under Rule 38.2.3 of the Implementing Rules and Regulations of the Securities Regulation Code.

5. To the best of my knowledge, I am not the subject of any pending criminal or administrative investigation or proceedings.

6. I shall faithfully and diligently comply with my duties and responsibilities as independent director under the Securities Regulation Code and its Implementing Rules and Regulations, Code of Corporate Governance, and other SEC issuances.

7. I shall inform the Corporate Secretary of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC**. of any changes in the abovementioned information within five days from its occurrence.

Done, this AUG 0 3 2021 day of July 2021 at Trece Martires City.

BENJAMIN R. ALMARIO
Affiant

SUBSCRIBED AND SWORN to before me this AUG 0 3 2021 at Trece Martires City, affiant personally appeared before me and exhibited to me his Tax Identification No. (TIN) 113-379-128.

ANNALYN G. DOLOR-JUBILO
Notary Public
Until 31 December 2021
PTR No. CAV 416682 / 01.04.2021
IBPR No. 130400 / 10.07.2020
Attorneys' Roll No. 45012
MCLE CC No. VI-0222290 / 04.14.2022
No. 10 Trece-Indang Road, Luciano
Trece Martires City, Cavite

Doc. No. 421;
Page No. 85;
Book No. 171;
Series of 2021.

CERTIFICATION OF INDEPENDENT DIRECTORS

I, **RAMIL L. VILLANUEVA**, Filipino, of legal age and a resident of B67 L36 Norte Dame St., Village 3 Metro South Subdivision, General Trias, Cavite after having been duly sworn to in accordance with law do hereby declare that:

1. I am a nominee for Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.**, and have been its independent director since 2008.

2. I am affiliated with the following companies or organizations:

Company/Organization	Position	Period of Service
Advanced World Systems, Inc.	Board of Director/VP for Strategic Planning	2002-present
Alsons/AWS Information Systems, Inc.	Board of Director	1997- present
Advanced World Solutions, Inc.	Board of Director	2013-present
ACR Mining Corporation	Independent Director	2016-present

3. I possess all the qualifications and none of the disqualifications to serve as an Independent Director of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.** as provided for in Section 38 of the Securities Regulation Code and its Implementing Rules and Regulations, and other issuances of the Securities and Exchange Commission (SEC).

4. I am not related to any / director / officer / substantial shareholder of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.** and its subsidiaries and affiliates other than the relationship provide under Rule 38.2.3 of the Implementing Rules and Regulations of the Securities Regulation Code.

5. To the best of my knowledge, I am not the subject of any pending criminal or administrative investigation or proceedings.

6. I shall faithfully and diligently comply with my duties and responsibilities as independent director under the Securities Regulation Code and its Implementing Rules and Regulations, Code of Corporate Governance, and other SEC issuances.

7. I shall inform the Corporate Secretary of **EAGLE RIDGE GOLF AND COUNTRY CLUB, INC.** of any changes in the abovementioned information within five days from its occurrence.

Done, this AUG 03 2021 at Trece Martires City.

RAMIL L. VILLANUEVA
Affiant

SUBSCRIBED AND SWORN to before me this AUG 03 2021 at Trece Martires City, affiant personally appeared before me and exhibited to me his Tax Identification No. (TIN) 146-391-829.

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Page No. 84 ;
Book No. 171 ;
Series of 2021.

[illegible] DOLOR JUBILO
Notary Public
Until 31 December 2021
PTR No. CAV 416682 / 0[illegible].04.2021
IBP R No. 130400 / 10.[illegible] 2020
Attorneys' Roll No. [illegible]12
MCLE CC No. VI-0222290 / [illegible]4.2022
[illegible] 10 Trece-Indang Road, [illegible]ano.

EAGLE RIDGE
GOLF AND COUNTRY CLUB

LIFETIME MEMBERSHIP PROGRAM

INTRODUCTION

The Club adopted a Lifetime Membership Program to honor a Regular Member's contribution to the Club during his/her years of membership. With this program, the Club guarantees the continuity of the membership of a Lifetime Member, who needs to assign his/her Playing Rights, or sell or transfer his/her share in the Club, before he/she is given the Lifetime Membership Status.

The Lifetime Membership Program grants a special type of membership, which falls under the provision of the By-Laws on Assignee Members, Honorary Members and Regular Members.

I. QUALIFICATIONS

Members who meet all the following qualifications are entitled to avail of the Lifetime Membership:

A. Lifetime Membership After Assignment of Playing Rights

1. A natural person and registered owner of a share of the Club.
2. A regular member, in good standing for at least twenty (20) consecutive years.
3. Must be at least 75 years old.

B. Lifetime Membership After Transfer of Share

1. A natural person and registered owner of a share of the Club.
2. A regular member, in good standing for at least twenty-five (25) consecutive years.
3. Must be at least 75 years old

II. PROCEDURE OF APPLICATION

Lifetime Membership is not automatically given to members who meet the above qualifications. One must apply and follow hereinafter procedures:

1. Applicant must submit a letter of intent addressed to the Chairman of the Membership Committee.

2. Application for the Lifetime Membership Program must be signed by a Regular Member as proposer and another Regular Member as seconder
.
3. Clearance of Account must be secured from the Billing Department and be submitted, as an attachment to the Letter of Intent, to the Chairman of the Membership Committee.

4. If the recommendations of the Membership Committee are favorable, the application will be presented to the Board of Directors.

5. If no objection is raised by the Board of Directors, the application process for the Lifetime Member's Assignee/ Transferee will commence.

6. **LIFETIME MEMBERSHIP BEGINS ONLY UPON THE APPROVAL OF THE ASSIGNEE'S/TRANSFEREE'S APPLICATION FOR MEMEBRSHIP.**

III. CONDITIONS:

The Lifetime Members can continue enjoying the privileges of membership without having to pay the monthly dues. However, such privileges are subject to the following conditions:

A. Lifetime Membership After Assignment of Playing Rights

1. The regular member who meets all above qualifications MUST assign his/her playing rights. Assignment of Playing Rights is subject to the following fees and Requirements:

FEES: These amounts may be reviewed and increased from time to time by a resolution of the Board of Directors.

	DEPENDENT OF THE REGULAR MEMBER	NO RELATION TO THE REGULAR MEMBER
PROCESSING FEE	PHP 50,000.00	PHP 75,000.00
ADMISSION FEE	Equivalent to 3 months membership dues	Equivalent to 6 months membership dues
ADVANCE DUES	Equivalent to 3 months membership dues	Equivalent to 3 months membership dues

REQUIREMENTS:

- Letter of Assignment addressed to the Membership Committee endorsing the assignee.
- Duly accomplished Membership Application Form.
- Four copies of colored 2x2 photos
- Original Passport or any Government issued ID.

2. The Lifetime Member retains his voting rights for the Election of Directors (for Class A Shareholders only) and other matters in the Annual Stockholders' Meeting.

3. The Lifetime Member will be relieved from paying the monthly dues. However, should his assignee become delinquent, membership of the said assignee will be terminated and the Lifetime Membership will also be terminated. The Lifetime Member will revert to his Regular Membership status.

4. Lifetime Membership is extended to the member's spouse but NOT to his/her child/children, regardless of their age or status.

5. Lifetime Membership ceases upon the passing of the Primary Lifetime Member

B. Lifetime Membership After Transfer of Share

1. The regular member who meets all above qualifications MUST sell/transfer his/her share of stock. Transfer of Share is subject to the following fees and Requirements:

FEES: These amounts may be reviewed and increased from time to time by a resolution of the Board of Directors.

	DEPENDENT OF THE REGULAR MEMBER	NO RELATION TO THE REGULAR MEMBER
PROCESSING FEE	PHP 50,000.00	PHP 50,000.00
ADMISSION FEE	WAIVED	PHP 25,000.00
ADVANCE DUES	Equivalent to 3 months membership dues	Equivalent to 3 months membership dues

REQUIREMENTS:

• Original copy of Letter of Transfer addressed to the membership Committee endorsing the Transferee/Buyer.
• Duly accomplished Membership Application Form.
• Four copies of colored 2" x 2" photos
• Original Passport or any Government-issued identification card
• Original copy of the Deed of Sale, Capital Gain Tax return, BIR Certification and endorsed Stock Certificate of the Seller. All original documents are to be forwarded to the Corporate Secretary for the processing of the new Stock Certificate under the name of the buyer.

2. The Lifetime Member whose Lifetime Membership acquired through selling/transferring his/her share in the Club loses all his voting rights for the Election of Directors and other matters in the Annual Stockholders' meeting. The Lifetime member will also be relieved from the obligation to pay the monthly dues.

3. Lifetime Membership is extended to the member's spouse but NOT to his/her child/children, regardless of their age or status.

4. Lifetime Membership ceases upon the passing of the Primary Lifetime Member.

Prepared by:

____
ABIGAEL CLAUDINE TORRES
Membership Affairs Manager

Recommended by:

____
ANTONIO CARLOS OCAMPO
General Manager

Reviewed by:

____
ATTY. ANGEL M. ESGUERRA, III
Asst. Corporate Secretary

____
ATTY. VILMA HILDA VILLANUEVA- FABELLA
Alcantara Group Legal Services

Approved under Board Resolution No. ________________ signed on the ______ day of _______________ at ________________________________ by the Eagle Ridge Board of Directors.