



Republic of the Philippines

Securities and Exchange Commission

EDSA, Greenhills, Mandaluyong
Metro-Manila

S.E.C. Reg. No. ASO96-001295

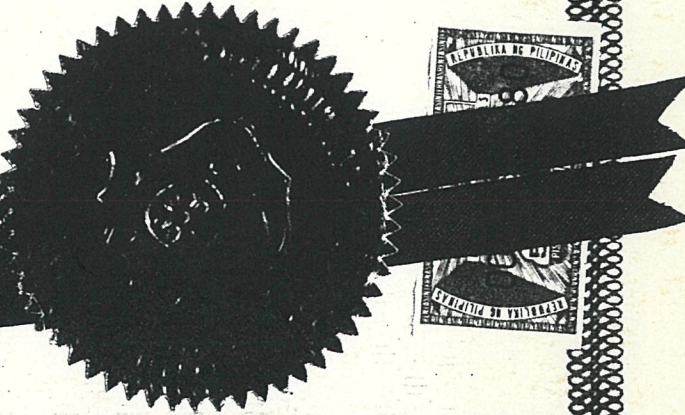
TO ALL TO WHOM THESE PRESENTS MAY COME, GREETINGS

WHEREAS, Articles of Incorporation and By-Laws duly signed and acknowledged for the organization of the

ACR MANAGEMENT CORPORATION

er and in accordance with the provisions of the Corporation Code of the Philippines, s Pambansa Blg. 68, approved on May 1, 1980, were presented for filing in this mission on January 25, 1996, and a copy of said Articles and laws are hereto attached;

NOW, THEREFORE, by virtue of the powers and duties vested in me by law, I do certify that the said Articles of Incorporation and By-Laws were, after due examination determine whether they are in accordance with law, duly registered in this sion on the 6th day of February, Anno Domini, Hundred and Ninety-Six.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the seal of this Commission to be affixed at Mandaluyong, Metro-Manila, Philippines, this 6th day of February, in the year of our Lord nineteen hundred and ninety-six.

Elnora E. Adviento
ELNORA E. ADVIENTO
Director
Corporate and Legal Department

RECEIVEDS DIV.

ARTICLES OF INCORPORATION
OF

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ACR MANAGEMENT CORPORATION

KNOW ALL MEN BY THESE PRESENTS:

That we, all of legal age, citizens and residents of the Republic of the Philippines, have this day voluntarily associated ourselves together for the purpose of forming a corporation under the laws of the Philippines.

AND WE HEREBY CERTIFY:

FIRST - That the name of the said corporation shall be:

ACR MANAGEMENT CORPORATION

SECOND - That the purposes for which the said corporation is formed are:

PRIMARY PURPOSE

To act as managers or managing agents of persons, firms, associations, corporations, partnerships and other entities; to provide management, investment and technical advice for commercial, industrial, manufacturing and other kinds of enterprises; and to undertake, carry on, assist or participate in the promotion, organization, management, liquidation or reorganization of corporations, partnerships and other entities, except the management of funds, securities, portfolio or similar assets of the managed entities or corporations.

Mr. Allen

Mr. Allen

Mr. Allen

Mr. Allen

Mr. Allen

SECONDARY PURPOSES

1. To purchase, hold, pledge, transfer, sell or otherwise dispose of or deal in the shares of the capital stock, bonds, debentures, notes or other securities or evidences of indebtedness of any persons or corporations; to receive, collect and dispose of dividends, interests or other income on any such securities held by it and to any and all acts and things tending to increase the value of said corporation; to issue bonds and secure the same by pledge or deed of trust of or upon any part of such securities or other property held or owned by the corporation and to sell or pledge such bonds for proper corporate purposes and in the promotion of its corporate business; to purchase, receive, hold and dispose of any securities of any person or corporation, whether such securities shall be bonds, mortgages, debentures, notes shares of capital stock or otherwise, and in respect to any such securities, to exercise any and all rights and privileges of ownership thereof; to borrow and negotiate loans; to draw, accept, endorse, buy and sell promissory notes, bonds, stocks, debentures, coupons, and other securities; to issue on commission, take, acquire, hold, sell, exchange and deal in shares, stocks, bonds, obligations and securities of any government, authority or company in which the corporation has lawful interest; to promote, subsidize and assist companies or form and enter into partnerships of all kinds; to carry on and undertake any business undertaking, transaction or operation commonly carried in or undertaken by promoters, concessionaires, contractors, commercial brokers, and commission merchants and any other incidental business which may seem to the corporation convenient to carry on in connection with the foregoing, or calculated directly or indirectly to enhance the value of or render profitably any of the corporation's property or rights, without however engaging in stock brokerage, dealership in securities and management of funds, portfolio and all similar assets of the managed corporation.

Mr. Allen Mueller

2. To purchase, acquire, own, lease, sell and convey real properties such as lands, buildings, factories and warehouses and machineries, equipment and other personal properties as may be necessary or incidental to the conduct of the corporate business, and to pay in cash, shares of its capital stock, debentures and other evidences of indebtedness, or other securities, as may be deemed expedient, for any business or property acquired by the corporation.

3. To borrow or raise money necessary to meet the financial requirements of its business by the issuance of bonds, promissory notes and other evidences of indebtedness, and to secure the repayment thereof by mortgage, pledge, deed of trust or lien upon the properties of the corporation or to issue pursuant to law shares of its capital stock, debentures and other evidences of indebtedness in payment for properties acquired by the corporation or for money borrowed in the prosecution of its lawful business;

4. To invest and deal with the money and properties of the corporation in such manner as may from time to time be considered wise or expedient for the advancement of its interests and to sell, dispose of or transfer the business, properties and goodwill of the corporation or any part thereof for such consideration and under such terms as it shall see fit to accept;

5. To aid in any manner any corporation, association, or trust estate, domestic or foreign, or any firm or individual, any shares of stock in which or any bonds, debentures, notes, securities, evidences of indebtedness, contracts, or obligations of which are held by or for this corporation, directly or indirectly or through other corporations or otherwise;

6. To enter into any lawful arrangement for sharing profits, union of interest, unitization or farmout agreement, reciprocal concession, or corporation, with any corporation, association, partnership, syndicate, entity, person or governmental, municipal or public authority, domestic or foreign, in the carrying on of any business or transaction deemed necessary, convenient, or incidental to carrying out any of the purposes of this corporation;

7. To acquire or obtain from any government or authority, national, provincial, municipal or otherwise, or any corporation, company or partnership or person, such charter, contracts, franchise, privileges, exemption, licenses and concessions as may be conducive to any of the objects of the corporation;

8. To establish and operate one or more branch offices or agencies and to carry on any of all of its operations and business without any restrictions as to place or amount including the right to hold, purchase, or otherwise acquire, lease, mortgage, pledge and convey or otherwise deal in and with real and personal property anywhere within the Philippines;

9. To conduct and transact any and all lawful business, and to do or cause to be done any one or more of the acts and things herein set forth as its purposes, within or without the Philippines, and in any and all foreign countries, and to do everything necessary, desirable or incidental to the accomplishment of the purposes or the exercise of any one or more of the powers herein enumerated, or which shall at any time appear conducive to or expedient for the protection or benefit of this corporation.

THIRD - That the place where the principal office of the corporation is to be established or located is at Metro Manila, Philippines.

FOURTH - That the term for which the said corporation is to exist is fifty (50) years from and after the date of incorporation.

Ms. Allen M. Mallon

FIFTH - That the names, nationalities and residences of the incorporators of said corporation are as follows:

<u>Name</u>	<u>Nationality</u>	<u>Residence</u>
Nicasio I. Alcantara	Filipino	2286 Pasong Tamo Extension Makati City, Metro Manila
Edlitha I. Alcantara	Filipino	2286 Pasong Tamo Extension Makati City, Metro Manila
Leandro D. Javier	Filipino	249 Apitong Road Ayala Alabang Village Muntinlupa City, Metro Manila
Paulino G. Garcia, Jr.	Filipino	115 Alvero Street Xavierville Subdivision Quezon City, Metro Manila
Roberto Z. Sison	Filipino	10 Octagon Drive Cubic Homes, Merville Parañaque, Metro Manila
Lawrence M. Jalbuena	Filipino	3042 Lauan Street United Parañaque II Parañaque, Metro Manila
Esperidion D. Develos, Jr.	Filipino	175 Walnut Ave. cr. Almond St. Phase 7, Ecoland Davao City
Meldin Al. G. Roy	Filipino	154 Alley 1, Project 6 Quezon City, Metro Manila
Tirso G. Santillan, Jr.	Filipino	13 First Street St. Ignatius Village Quezon City, Metro Manila

Ma. Allen Maniller

SIXTH - That the number of directors of said corporation shall be nine (9) and that the names, nationalities and residences of the directors who are to serve until their successors are duly elected and qualified as provided by the By-Laws, are as follows:

<u>Name.</u>	<u>Nationality</u>	<u>Residence</u>
Nicasio I. Alcantara	Filipino	2286 Pasong Tamo Extension Makati City, Metro Manila
Editha I. Alcantara	Filipino	2286 Pasong Tamo Extension Makati City, Metro Manila
Leandro D. Javier	Filipino	249 Apitong Road Ayala Alabang Village Muntinlupa City, Metro Manila
Paulino G. Garcia, Jr.	Filipino	115 Alvero Street Xavierville Subdivision Quezon City, Metro Manila
Roberto Z. Sison	Filipino	10 Octagon Drive Cubic Homes, Merville Parañaque, Metro Manila
Lawrence M. Jalbuena	Filipino	3042 Lavan Street United Parañaque II Parañaque, Metro Manila
Esperidion D. Develos, Jr.	Filipino	175 Walnut Ave. cr. Almond St. Phase 7, Ecoland Davao City
Meldin Al. G. Roy	Filipino	154 Alley 1, Project 6 Quezon City, Metro Manila
Tirso G. Santillan, Jr.	Filipino	13 First Street St. Ignatius Village Quezon City, Metro Manila

SEVENTH - That the authorized capital stock of said corporation is FIVE MILLION PESOS (P5,000,000.00), Philippine Currency, and said capital stock is divided into Five Million (5,000,000) shares with a par value of One Peso (P1.00) each.

Ma. Allen Rosales

EIGHT - That the amount of said capital stock ^{thousand} which has been actually subscribed is One Million Two Hundred Fifty Pesos (P1,250,000.00), and the following persons have subscribed for the number of shares and the amount of capital stock indicated opposite their respective names:

<u>Name</u>	<u>Citizenship</u>	<u>No. of Shares</u>	<u>Amount Subscribed</u>
Nicasio I. Alcantara	Filipino	100	P 100.00
Editha I. Alcantara	Filipino	100	100.00
Leandro D. Javier	Filipino	100	100.00
Paulino G. Garcia, Jr.	Filipino	100	100.00
Roberto Z. Sison	Filipino	100	100.00
Lawrence M. Jalbuena	Filipino	100	100.00
Esperidion D. Develos, Jr.	Filipino	100	100.00
Meldin Al. G. Roy	Filipino	100	100.00
Tirso G. Santillan, Jr.	Filipino	100	100.00
Alsons Consolidated Resources, Inc.	Filipino	1,249,100	1,249,100.00
Total		1,250,000	P 1,250,000.00

NINTH - That the following persons have paid on the shares of capital stock for which they have subscribed, the amounts set out after their respective names:

<u>Name</u>	<u>Amount Paid</u>
Nicasio I. Alcantara	P 100.00
Editha I. Alcantara	100.00
Leandro D. Javier	100.00
Paulino G. Garcia, Jr.	100.00
Roberto Z. Sison	100.00
Lawrence M. Jalbuena	100.00
Esperidion D. Develos, Jr.	100.00
Meldin Al. G. Roy	100.00
Tirso G. Santillan, Jr.	100.00
Alsons Consolidated Resources, Inc.	324,100.00
Total	P 325,000.00

Mr. Allen Marshall

TENTH - That no issuance or transfer of shares of stock of the corporation which would reduce the stock ownership of Filipino citizens to less than the 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 corporation. This restriction shall be printed or indicated in all the certificates of stock to be issued by the corporation.

ELEVENTH - That MELDIN AL. G. ROY has been elected by the subscribers as Treasurer of the corporation to act as such until his successor is duly elected and shall have qualified in accordance with the by-laws; and that, as such Treasurer, he has been authorized to received for the corporation , and to issue in its name receipts for, all subscriptions paid in by the subscribers.

IN WITNESS WHEREOF, we have hereunto set our hands, this 15th day of December 1995, at Makati City, Metro Manila, Philippines.


NICASIO I. ALCANTARA

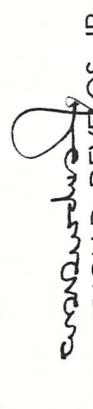

EDITHA I. ALCANTARA


LEANDRO D. JAVIER

PAULINO G. GARCIA, JR.


ROBERTO Z. SISON


LAWRENCE M. JALBUENA


ESPERIDION D. DEVELO, JR.

MELDIN AL. G. ROY


TIRSO G. SANTILLAN, JR.

SIGNED IN THE PRESENCE OF:


Ma. Allen Moraller

ACKNOWLEDGMENT

REPUBLIC OF THE PHILIPPINES)
Makati City, Metro Manila) S. S.

BEFORE ME a Notary Public in and for Makati City, Philippines, this 15th day of December 1995, personally appeared:

<u>Name</u>	<u>Res. Cert. No.</u>	<u>Date & Placed Issued</u>
Nicasio I. Alcantara	1621725	2-27-95/Davao City
Editha I. Alcantara	1621727	2-27-95/Davao City
Leandro D. Javier	3472885	1-19-95/Muntinlupa City, M.M.
Paulino G. Garcia, Jr.	5612092	2-08-95/Makati City, M.M.
Roberto Z. Sison	13454418	7-28-95/Gen. Trias, Cavite
Lawrence M. Jalbuena	8902662	3-17-95/Makati City, M.M.
Esperidion D. Develos, Jr.	1599770	2-02-95/Davao City
Meldin Al. G. Roy	1528104	4-26-95/Quezon City, M.M.
Tirso G. Santillan, Jr.	8891192	3-09-95/Makati City, M.M.

all known to me and to me known to be the same persons who executed the foregoing Articles of Incorporation and they acknowledged to me that the same is their free and voluntary act and deed.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my notarial seal on the date and place first above written.

[Signature]

[Signature]
CYNTHIA G. RUIZ
Notary Public
Until December 31, 1996
PTR No. 2492973; 01-06-95
Makati City, Metro Manila

[Signature]

Doc. No. 97 ;
Page No. 20 ;
Book No. III ;
Series of 1995.

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[Signature]

[Signature]

[Signature]
Ma. Allen Rosales

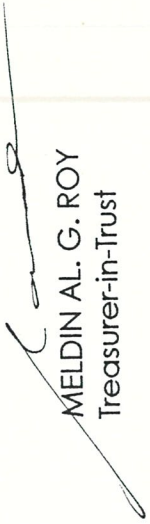
96 JAN 25 P2:25
NOTARIAL
OFFICE
OF
CYNTHIA G. RUIZ
AV.

TREASURER'S AFFIDAVIT

REPUBLIC OF THE PHILIPPINES)
Makati City, Metro Manila) S. S.

MELDIN AL. G. ROY, being first duly sworn, depose and states:

That he was duly elected by the subscribers named in the foregoing Articles of Incorporation as Treasurer of the corporation, to act as such until his successor has been duly elected and qualified in accordance with the By-Laws of the corporation, and that as such Treasurer, he has been authorized by the subscribers to receive for the corporation all subscriptions paid in by the subscribers for the capital stock; that out of the authorized capital stock, ONE MILLION TWO HUNDRED FIFTY THOUSAND PESOS (P1,250,000.00), worth of shares has been actually subscribed and that of the said subscription, THREE HUNDRED TWENTY FIVE THOUSAND PESOS (P325,000.00), has been paid in cash to him for the benefit and to the credit of the corporation; that at least twenty five per centum (25%) of the entire number of authorized shares of capital stock has been subscribed and that at least twenty five per centum (25%) of such subscription has been actually paid up to him for the benefit and to the credit of the corporation.


MELDIN AL. G. ROY
Treasurer-in-Trust

SUBSCRIBED AND SWORN to before me this 15th day of December 1995 at Makati City, Metro Manila, Philippines, affiant exhibiting to me his Residence Certificate No. 1528104 issued at Quezon City on April 26, 1995.


CYNTHIA G. RUIZ
Notary Public

Until December 31, 1996
PTR No. 2492973; 01-06-95
Makati City, Metro Manila

Doc. No. 107;
Page No. 22;
Book No. III;
Series of 1995.

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BY-LAWS
OF

ACR MANAGEMENT CORPORATION

ARTICLE I

SUBSCRIPTION, ISSUANCE AND TRANSFER OF SHARES

SECTION 1. SUBSCRIPTIONS - Subscribers to the capital stock of the corporation shall pay to the corporation the subscription value or price of the stock in accordance with the terms and conditions prescribed by the Board of Directors. Unpaid subscriptions shall not earn interest unless determined by the Board of Directors.

SECTION 2. CERTIFICATES - Each stockholder shall be entitled to one or more certificates for such fully paid stock subscription in his name in the books of the corporation. The certificates shall contain the matters required by law and the Articles of Incorporation. They shall be in such form and design as may be determined by the Board of Directors and numbered consecutively. The certificates, which must be issued in consecutive order, shall bear the signature of the President, manually countersigned by the Secretary or Assistant Secretary, and sealed with the corporate seal.

SECTION 3. TRANSFER OF SHARES - Subject to the restrictions, terms and conditions contained in the Articles of Incorporation, shares may be transferred, sold, ceded, assigned or pledged by delivery of the certificates duly endorsed by the stockholder, his attorney-in-fact, or other legally authorized person. The transfer shall be valid and binding on the corporation only upon record thereof in the books of the corporation, cancellation of the certificate surrendered to the Secretary, and issuance of a new certificate to the transferee.

No share of stock against which the corporation holds unpaid claim shall be transferable in the books of the corporation.

All certificates surrendered for transfer shall be stamped "Cancelled" on the face thereof, together with the date of cancellation, and attached to the corresponding stub with the certificate book.

SECTION 4. LOST CERTIFICATES - In case any certificate for the capital stock of the corporation is lost, stolen, or destroyed, a new certificate may be issued in lieu thereof in accordance with the procedure prescribed under Section 73 of the Corporation Code.

ARTICLE II

MEETING OF STOCKHOLDERS

SECTION 1. REGULAR MEETINGS - The regular meetings of stockholders, for the purpose of electing directors and for the transaction of such business as may properly come before the meeting, shall be held at the principal office on any day of April of each year.

SECTION 2. SPECIAL MEETING - The special meetings of stockholders, for any purpose or purposes, may at any time be called by any of the following: a) Board of Directors, at its own instance, or at the written request of stockholders representing a majority of the outstanding capital stock; b) President.

SECTION 3. PLACE OF MEETING - Stockholders' meetings, whether regular or special, shall be held in the principal office of the corporation or at any place designated by the Board of Directors in the city or municipality where the principal office of the corporation is located.

SECTION 4. NOTICE OF MEETING - Notices for regular or special meetings of stockholders may be sent by the Secretary by personal delivery or by telefax transmission or by mail at least two (2) weeks prior to the date of the meeting to each stockholder of record at his last known post office address. The notice shall state the place, date and hour of the meeting, and the purpose or purposes for which the meeting is called. No notice of any meeting need be published in any newspaper. In case of special meetings, only matters stated in the notice can be the subject of motions or deliberations at such meeting.

When the meeting of stockholders is adjourned to another time or place, it shall not be necessary to give any notice of the adjourned meeting if the time and place to which the meeting is adjourned are announced at the meeting at which the adjournment is taken. At the reconvened meeting, any business may be transacted that might have been transacted on the original date of the meeting.

SECTION 5. QUORUM - Unless otherwise provided by law, in all regular or special meeting of stockholders, a majority of the outstanding capital stock must be present or represented in order to constitute a quorum. If no quorum is constituted, the meeting shall be adjourned until the requisite amount of stock shall be present.

SECTION 6. CONDUCT OF MEETING - Meeting of the stockholders shall be presided over by the Chairman of the Board, or in his absence, the President, or if none of the foregoing is in office and present and acting, by a chairman to be chosen by the stockholders. The Secretary, shall act as Secretary of every meeting, but if not present, the chairman of the meeting shall appoint a secretary of the meeting. The chairman of the meeting may adjourn the meeting from time to time, without notice other than announced at the meeting.

SECTION 7. MANNER OF VOTING - At all meetings of stockholders, a stockholder may vote in person or by proxy executed in writing by the stockholder or his duly authorized attorney-in-fact. Unless otherwise provided in the proxy, it shall be valid only for the meeting at which it has been presented to the secretary.

All proxies must be in the hands of the secretary before the time set for the meeting. Such proxies filed with the Secretary may be revoked by the stockholders either in an instrument in writing duly presented and recorded with the Secretary prior to a scheduled meeting or by their personal presence at the meeting.

SECTION 8. CLOSING OF TRANSFER BOOKS OF FIXING OF RECORD DATE - For the purpose of determining the stockholders entitled to notice of, or to vote at, any meeting of stockholders or any adjournment thereof or to receive payment of any dividend, or of making a determination of stockholders for any other proper purpose, the Board of Directors may provide that the stock and transfer books be closed for a stated period, but not to exceed, in any case, twenty (20) days. If the stock and transfer books be closed for the purpose of determining stockholders entitled to notice of, or to vote at, a meeting of stockholders, such books shall be closed for at least ten (10) working days immediately preceding such meeting. In lieu of closing the stock and transfer books, the Board of Directors may fix in advance a date as the record date shall in no case be more than twenty (20) days prior to the date on which the particular action requiring such determination of stockholders is to be taken, except in instance where applicable rules and regulations provide otherwise.

ARTICLE III

BOARD OF DIRECTORS

SECTION 1. POWERS OF THE BOARD - Unless otherwise provided by law, the corporate powers of the corporation shall be exercised, all business conducted and all property of the corporation controlled and held by the Board of Directors to be elected by and from among the stockholders. Without prejudice to such general powers and such other powers as may be granted by law, the Board of Directors shall have the following express powers:

- a) From time to time, to make and change rules and regulations not inconsistent with these by-laws for the management of the corporation's business and affairs;
- b) To purchase, receive, take or otherwise acquire in any lawful manner, for and in the name of the corporation, any and all properties, rights, interest or privileges, including securities and bonds of other corporations, as the transaction of the business of the corporation may reasonably or necessarily require, for such consideration and upon such terms and conditions as the Board may deem proper or convenient.
- c) To invest the funds of the corporation in another corporation or business or for any other purposes other than those for which the corporation was organized, whenever in the judgment of the Board of Directors the interests of the corporation would thereby be promoted, subject to such stockholders' approval as may be required by law;
- d) To incur such indebtedness as the Board may deem necessary and, for such purpose, to make and issue evidence of such indebtedness including, without limitation, notes, deeds of trust, instruments, bonds, debentures, or securities, subject to such stockholders approval as may be required by law, and/or pledge, mortgage, or otherwise encumber all or part of the properties and rights of the corporation;
- e) To guarantee, for and in behalf of the corporation obligations of other corporations or entities in which it has lawful interest;
- f) To make provisions of the discharge of the obligations of the corporation as they mature, including payment for any property, or in stocks, bonds, debentures, or other securities of the corporation lawfully issued for the purpose;
- g) To sell, lease, exchange, assign, transfer or otherwise dispose of any property, real or personal, belonging to the corporation whenever in the Board's judgment, the corporation's interest would thereby be promoted;

h) To established pension, retirement, bonus, profit-sharing, or other types of incentives or compensation plans for the employees, including officers and directors, of the corporation and to determine the persons to participate in any such plans and the amount of their respective participations;

i) To prosecute, maintain, defend, compromise or abandon any lawsuit in which the corporation or its officers are either plaintiffs or defendants in connection with the business of the corporation, and likewise, to grant installments for the payments or settlement of whatsoever debts are payment to the corporation;

j) To delegate, from time to time, any of the powers of the Board which may lawfully be delegated in the course of the current business or businesses of the corporation to any standing or special committee or to any officer or agent and to appoint any persons to be agents of the corporation with such powers (including the power to sub-delegate), and upon such terms, as may be deemed fit;

k) To implement these by-laws and to act on any matter not covered by these by-laws, provided such matter does not require the approval or consent of the stockholders under any existing law, rules or regulation.

SECTION 2. ELECTION AND TERM - The Board of Directors shall be elected during each regular meeting of stockholders and shall hold office for one (1) year and until their successors are elected and qualified.

SECTION 3. VACANCIES - Any vacancy occurring in the Board of Directors other than by removal by the stockholders or by expiration of term, may be filled by the vote of at least a majority of the remaining directors, if still constituting a quorum; otherwise, the vacancy must be filled by the stockholders at a regular or at any special meeting of stockholders called for the purpose. A director so elected to fill a vacancy shall be elected only for the unexpired term of his predecessor in office.

Any directorship to be filled by reason of an increase in the number of directors shall be filled only by an election at a regular or at a special meeting of stockholders duly called for the purpose, or in the same meeting authorizing the increase of directors if so stated in the notice of the meeting.

The vacancy resulting from the removal of a director by the stockholders in the manner provided by law may be filled by election at the same meeting of stockholders without further notice, or at any regular or at any special meeting of stockholders called for the purpose, after giving notice as prescribed in this by-laws.

SECTION 4. MEETINGS - Regular meetings of the Board of Directors shall be held once every quarter of the year on such dates and at such times and places as the Chairman of the Board, or in his absence, the President, or upon the request of a majority of the directors and shall be held at such places as may be designated in the notice.

SECTION 5. NOTICE - Notice of the regular or special meeting of the Board, specifying the date, time and place of the meeting, shall be communicated by the Secretary to each director personally, or by telephone, telefax, telex, telegram, or by written or oral message. A director may waive this requirement, either expressly or impliedly.

SECTION 6. QUORUM - A majority of the number of directors as fixed in the Articles of Incorporation shall constitute a quorum for the transaction of corporate business and every decision of at least a majority of the directors present at a meeting at which there is a quorum shall be valid as a corporate act, except for the election of officers which shall require the vote of a majority of all the members of the Board.

SECTION 7. CONDUCT OF THE MEETINGS - Meetings of the Board of Directors shall be presided over the Chairman of the Board, or in his absence, the President, or if none of the foregoing is in office and present and acting, by any other director chosen by the Board. The Secretary, shall act as secretary of every meeting, if not present, the Chairman of the meeting, shall appoint a secretary of the meeting.

SECTION 8. COMPENSATION - By resolution of the Board, each director, shall receive a reasonable per diem allowance for his attendance at each meeting of the Board. As compensation, the Board shall receive and allocate an amount of not more than ten percent (10%) of the net income before income tax of the corporation during the preceding year. Such compensation shall be determined and apportioned among the directors in such manner as the Board may deem proper, subject to the approval of stockholders representing at least a majority of the outstanding capital stock at a regular or special meeting of the stockholders.

ARTICLE IV

OFFICERS

SECTION 1. ELECTION/APPOINTMENT - Immediately after their election, the Board of Directors shall formally organize by electing the Chairman, the President, one or more Vice-President, the Treasurer, and the Secretary, at said meeting. The Board of Directors may designate any Vice-President as an Executive Vice-President.

The Board may, from time to time, appoint such other officers as it may determine to be necessary or proper.

Any two (2) or more positions may be held concurrently by the same person, except that no one shall act as President and Treasurer or Secretary at the same time.

SECTION 2. CHAIRMAN OF THE BOARD - The Chairman of the Board of Directors shall preside at the meetings of the directors and the stockholders. He shall also exercise such powers and perform such duties as the Board of Directors may assign to him.

SECTION 3. PRESIDENT - The President, who shall be a director, shall be the Chief Executive Officer of the corporation and shall also have administration and direction of the day-to-day business affairs of the corporation. However, the President can also be appointed as Chief Operating Officer. In which event the Chairman shall be the Chief Executive Officer. The President shall exercise the following functions:

- a) To preside at the meetings of the Board of Directors and of the stockholders in the absence of the Chairman of the Board of Directors;
- b) To initiate and develop corporate objectives and policies and formulate long range projects, plans and programs for the approval of the Board of Directors, including those for executive training, development and compensation;
- c) To have general supervision and management of the business affairs and property of the corporation;
- d) To ensure that the administrative and operational policies of the corporation are carried out under his supervision and control;
- e) Subject to guidelines prescribed by law, to appoint remove, suspend or discipline employees of the corporation, prescribe their duties, and determine their salaries;
- f) To oversee the preparation of the budgets and the statements of accounts of the corporation;
- g) To prepare such statements and reports of the corporation as may be required of him by law;
- h) To represent the corporation at all functions and proceedings;

i) To execute on behalf of the corporation all contracts, agreements and other instruments affecting the interests of the corporation which require the approval of the Board of Directors, except as otherwise directed by the Board of Directors;

j) To make reports to the Board of Directors and stockholders;

k) To sign certificates of stock;

l) To perform such other duties as are incident to his office or are entrusted to him by the Board of Directors.

The President may assign the exercise or performance of any of the foregoing powers, duties and functions to any other officers(s), subject always to his supervision and control.

SECTION 4. THE VICE-PRESIDENT(S) - If one or more Vice-Presidents are appointed, he/they shall have such powers and shall perform such duties as may from time to time be assigned to him/them by the Board of Directors or by the President.

SECTION 5. THE SECRETARY - The Secretary must be a resident and a citizen of the Philippines. He shall be the custodian of and shall maintain the corporate books and record and shall be the recorder of the corporation's formal actions and transactions. He shall have the following specific powers and duties;

a) To record or see to the proper recording of the minutes and transactions of all meetings of the directors and the stockholders and to maintain minute books of such meetings in the form and manner required by law;

b) To keep or cause to be kept record books showing the details required by law with respect to the stock certificates of the corporation, including ledgers and transfer books showing all shares of the corporation subscribed, issued and transferred;

- c) To keep the corporate seal and affix it to all papers and documents requiring a seal, and to attest by his signature all corporate documents requiring the same;
- d) To attend to the giving and serving of all notices of the corporation required by law or these by-laws to be given;
- e) To certify to such corporate acts, countersign corporate documents or certificates, and make reports or statements as may be required of him by law or by government rules and regulations.
- f) To act as the inspector at the election of directors and, as such, to determine the number of shares of stock outstanding and entitled to vote, the shares of stock represented at the meeting, the existence of a quorum, the validity and effect of proxies, and to receive votes, ballots or consents, hear and determine all challenges and questions arising in connection with the right to vote, count and tabulate all votes, ballots or consents, determine the result, and do such acts as are proper to conduct the election or vote. The Secretary may assign the exercise or performance of any or all of the foregoing duties, powers and functions to any other person or persons, subject always to his supervision and control.
- g) To perform such other duties as are incident to his office or as may be assigned to him by the Board of Directors or the President.

SECTION 6. THE TREASURER - The Treasurer of the corporation shall be its chief fiscal officer and the custodian of its funds, securities and property. The Treasurer shall have the following duties:

- a) To keep full and accurate accounts of receipts and disbursements in the books of the corporation;
- b) To have custody of, and be responsible for, all the funds, securities and bonds of the corporation;

- c) To deposit in the name and to the credit of the corporation, in such bank as may be designated from time to time by the Board of Directors, all the moneys, funds, securities, bonds, and similar valuable effects belonging to the corporation which may come under his control;
- d) To render an annual statements showing the financial condition of the corporation and such other financial reports as the Board of Directors, the Chairman, or the President may, from time to time require;
- e) To prepare such financial reports, statements, certifications and other documents which may, from time to time, be required by government rules and regulations and to submit the same to the proper government agencies;
- f) To exercise such powers and perform such duties and functions as may be assigned to him by the President.

SECTION 7. TERM OF OFFICE - The term of office of all officers shall be for a period of one (1) year and until their successors are duly elected and qualified. Such officers may however be sooner removed for cause.

SECTION 8. VACANCIES - If any of the officers becomes vacant by reason of death, resignation, disqualification or for any other cause, the Board of Directors, by majority vote may elect a successor who shall hold office for the unexpired term.

SECTION 9. COMPENSATION - The by-laws officers shall receive such remuneration as the Board of Directors may determine. All other officers shall receive such remuneration as the Board of Directors may determine upon recommendation of the President. A director shall not be precluded from serving the corporation in any other capacity as an officer, agent or otherwise, and receiving compensation therefor.

ARTICLE V

OFFICES

SECTION 1. The principal office of the corporation shall be located at the place stated in Article III of the Articles of Incorporation. The corporation may have such other branch offices, either within or outside the Philippines as the Board of Directors may designate or as the business of the corporation may, from time to time, require.

ARTICLE VI

AUDIT OF BOOKS, FISCAL YEAR AND DIVIDENDS

SECTION 1. EXTERNAL AUDITORS - At the regular stockholders' meeting, the external auditor or auditors of the corporation for the ensuing year shall be appointed. The external auditor or auditors shall examine, verify and report on the earnings and expenses of the corporation and shall certify the remuneration of the external auditor or auditors as determined by the Board of Directors.

SECTION 2. FISCAL YEAR - The fiscal year of the corporation shall begin on the first day of January and end on the last day of December of each year.

SECTION 3. DIVIDENDS - Dividends shall be declared and paid out of the unrestricted retained earnings which shall be payable in cash, property, or stock to all stockholders on the basis of outstanding stock held by them, as often and at such times as the Board of Directors may determine and in accordance with law and applicable rules and regulations.

ARTICLE VII

AMENDMENTS

SECTION 1. These by-laws may be amended or repealed by the affirmative vote of at least a majority of the Board of Directors and the stockholders representing a majority of the outstanding capital stock at any stockholders' meeting called for that purpose. However, the power to amend, modify, repeal or adopt new by-laws may be delegated to the Board of Directors by the affirmative vote of stockholders representing not less than two-thirds of the outstanding capital stock; provided, however, that any such delegation of powers to the Board of Directors to amend, repeal or adopt new by-laws may be revoked only by the vote of the stockholders representing a majority of the outstanding capital stock at a regular or special meeting.

ARTICLE VIII

SEAL

SECTION 1. FORM AND INSCRIPTIONS - The corporate seal shall be determined by the Board of Directors.

ARTICLE IX

ADOPTION CLAUSE

The foregoing by-laws was adopted by all the stockholders of the corporation on December 15, 1995 at the principal office of the corporation.

IN WITNESS WHEREOF, we, the undersigned stockholders present at said meeting and voting thereat in favor of the adoption of said by-laws, have hereunto subscribed our names this 15th day of December 1995 at Makati City, Metro Manila.


NICASIO I. ALCANTARA


EDITHA I. ALCANTARA


LEANDRO D. JAVIER

PAULINO G. GARCIA, JR.


ROBERTO Z. SISON


LAWRENCE M. JALBUENA


ESPERIDION D. DEVELLOS, JR.


MELDIN AL G. ROY


TIRSO G. SANTILLAN, JR.

SECURITIES DIV.
RECEIVED

96 JAN 25 PM 3:26

December 15, 1995

The CHAIRMAN
Securities & Exchange Commission
EDSA Mandaluyong City
Metro Manila

Sir:

In connection with the registration of the Articles of Incorporation of **ACR MANAGEMENT CORPORATION**, I, the undersigned representative and on behalf of the organizers thereof, hereby manifest our willingness to change its corporate name in the event another person, firm or entity has acquired a prior right to the use of the said firm name or one deceptively or confusingly similar to it.

Very truly yours,



NICASIO I. ALCANTARA
2286 Pasong Tamo Extension
Makati City, Metro Manila

SUBSCRIBERS' INFORMATION

REFERENCE NUMBER

CORPORATE NAME

ACR MANAGEMENT CORPORATION

NAME/ADDRESS	NATIONALITY	TYPE OF SHARE	CODE	SUBSCRIBED CAPITAL		PAID-UP AMOUNT	TPC	BOARD	INC'TOR	TAXPAYER'S IDENTIFICATION NUMBER
				NO. OF SHARES	AMOUNT					
Nicasio I. Alcantara 2286 Pasong Tamo Extension, Makati City, M.M.	Filipino	Common		100 P	100 P	100	C	C	Y	105-252-527
Editha I. Alcantara 2286 Pasong Tamo Extension, Makati City, M. M.	Filipino	Common		100	100	100	C	M	Y	101-533-701
Leandro D. Javier 249 Aptiong Road, Ayala Alabang Village Muntinlupa City, Metro Manila	Filipino	Common		100	100	100	C	M	Y	105-252-501
Paulino G. Garcia, Jr. 115 Alvero Street, Xavierville Subdivision Quezon City	Filipino	Common		100	100	100	C	M	Y	107-084-145
Roberto Z. Sison 10 Octagon Drive, Cubic Homes, Merville Parañaque, Metro Manila	Filipino	Common		100	100	100	C	M	Y	120-869-728
Lawrence M. Jalbuena 3042 Lauan Street, United Parañaque II Parañaque, Metro Manila	Filipino	Common		100	100	100	C	M	Y	123-101-166
Esperidion D. Develos, Jr. 175 Walnut Ave. cr. Almond St., Phase 7, Ecoland Davao City	Filipino	Common		100	100	100	C	M	Y	101-172-745
Meldin Al. G. Roy 154 Alley 1, Project 6, Quezon City	Filipino	Common		100	100	100	C	M	Y	108-787-336
Tirso G. Santillan, Jr. 3 First Street, St. Ignatius Village, Quezon City	Filipino	Common		100	100	100	C	M	Y	134-840-919
Alsons Consolidated Resources, Inc. 2286 Pasong Tamo Extension, Makati City, M. M.	Filipino	Common		1,249,100	1,249,100	324,100	C		N	001-748-412

CERTIFIED
CORRECT : LEIGHTON R. SIAZON

POSITION : CORPORATE SECRETARY

DATE : December 15, 1995

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TPC MEANS TYPE OF PAID-UP CAPITAL, INDICATE :

"C" IF CASH
"R" IF REAL PROPERTY
"S" IF STOCK DIVIDEND
"M" IF MERGER
"O" IF OFFSET OF LIABILITY
OTHERS, SPECIFY

INSTRUCTIONS : FOR BOARD COLUMN, PUT "C" FOR CHAIRMAN, "M" FOR MEMBER

FOR INC'TOR, PUT "Y" FOR INCORPORATOR AND "N" FOR NON-INCORPORATOR

NOTE

: SHADED BOXES ARE FOR SEC PERSONNEL, USE ADDITIONAL SHEETS, IF NECESSARY.