



CMDI **ANNUAL REPORT 2022**

SAMA-SAMANG PAGSULONG

PAGPUPUGAY NG MGA PUSONG NAGDIRIWANG AT NAGPAPASALAMAT



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ABOUT THE COVER

In the past two years, we braved every challenge with a humble heart and a resilient mindset. While the recent global health crisis drove us into isolation — demanding us to change the way we normally do things — we took it as an opportunity to rediscover and reflect on our purpose of being. Like a seed buried into the deep earth, we found strength in the challenge to break out into the ground.

This 2022, we embarked on a journey towards recovery. We are again in full bloom.

Sama-samang pagsulong: Pagpupugay ng mga pusong nagdiriwang at nagpapasalamat (Moving forward together: A tribute from reverent and grateful hearts), this annual report's theme, captures our sentiment for all institutions and people, both clients and staff, who helped us achieve the many successes for every Filipino family. We take every step forward as a cause for celebration, a reason to be grateful.

The petals on the cover represent the stories of how we bounced back. The festive colors and lines signify each of our member-institutions, connecting at a certain point, ensuring that we continue to remain as institutions that mutually support and reinforce one another. Moreover, throughout the pages of the report, the products of CARD MRI clients are featured — from food items to souvenir products, to clothing — as we pay homage to their strength and dedication, their artistry, and their stories.

CARD MRI keeps a grateful heart that never falters to serve and empower people as we achieve a poverty-free Philippines.

VISION

CMDI is a globally respected development institute that provides exceptional practitioner-led training and education services to create competent and dedicated people who empower and uplift socio-economically challenged families.

MISSION

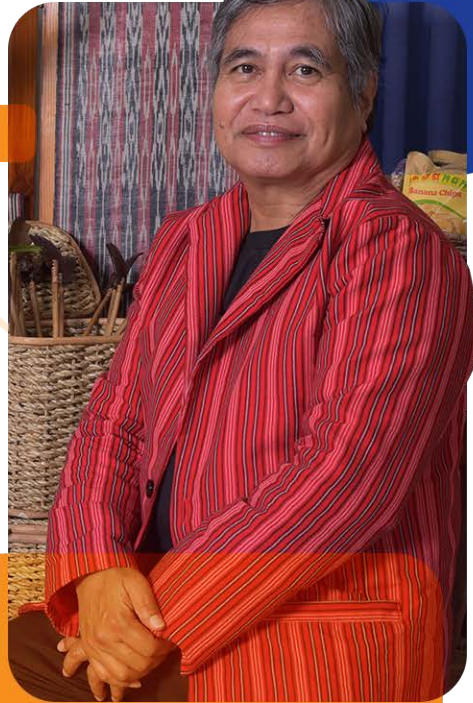
CMDI commits to:

- Equip CARD MRI staff with competencies, values and spirit to excel in achieving the mission of CARD MRI;
- Empower CARD MRI members to further improve the quality of life in their communities by facilitating learning on entrepreneurship and development; and
- Share best practices in integrated microfinance and non-financial development services with practitioners from around the world.

A TRIBUTE TO OUR TRIUMPHS

Grateful. If there was a single word I can use to summarize what the year 2022 was for CARD-MRI Development Institute (CMDI), Inc. then that would be grateful. Since 2020, CMDI has encountered numerous challenges, such as the COVID-19 pandemic, that had the potential to adversely affect and hinder our services to our clients and communities throughout the Philippines. In response to these uncertainties, CMDI made great strides to quickly strengthen and adapt to the new normal in order for us to continue providing quality education, especially to the families who needed help during those trying times. Now, after two years, I am proud to say that we have successfully overcome these challenges and have gained quite substantial accomplishments in turn, thanks in large part to the collective dedication of our institutions, staff, faculties, and clients.

I am thankful that CMDI's business of poverty eradication continues to prosper. During the span of two years under a pandemic, our educational institution took the risk to



DR. JAIME ARISTOTLE B. ALIP
CARD MRI FOUNDER AND CHAIRMAN
EMERITUS / CMDI CHAIRMAN

continue growing and providing quality education to our students and CARD MRI clients as well as to the new communities we expanded in. It is invigorating to know that this risk-taking bore fruit and now more Filipino families and students have access to quality education. Staying true to our mandate, CMDI remained consistent

in giving importance to capacity-building throughout our institution and communities and thus, we continued to organize and provide learning opportunities for both our clients and staff and students.

Our accomplishments in the year 2022 are a testament to the strong and collective spirit we have built with our students, clients, and communities. Had it not been for the relationship and trust we fostered throughout the years, I believe we would not have been able to achieve as much as we have during this pandemic. This bond is best exemplified by our staff and faculty members whose loyalty and dedication is simply a humbling and inspiring sight to behold. Thanks to their support and passion, our clients and students did not lose hope and thus made great efforts themselves to build back their lives. I am truly humbled to know how CMDI's core values guided our staff and faculty members in their duties, and made a positive effect with how our clients and students faced adversities as well. I am also grateful to witness how much

“I am truly humbled to know how CMDI's core values guided our staff and faculty members in their duties, and made a positive effect with how our clients and students faced adversities as well.”

of an impact we have made in the lives of our clients and students and I hope we continue to inspire and help more Filipinos to strive for a better life.

Moving forward, I hope our connection with our communities continues to blossom as CMDI expands throughout the Philippines. Staying true to our course is crucial in our line of work, and knowing who we do all this for is the key to that. Rest assured, I will do everything in my capacity to guide CMDI's strategic direction and management. As our time in the pandemic hopefully draws to a close, I'm enthusiastic to imagine what more we can build and achieve in the years to come, now that a triumphant and united CMDI has emerged, ready and eager to serve the Filipino people.

THE KEY TO SUCCESS

We at CMDI end the year 2022 with celebration and thanksgiving. After overcoming the challenges we have faced since the start of 2020, we have emerged triumphant and jubilant with our successful recovery from the pandemic, and our numerous achievements these past two years. Thanks to our collective effort, CMDI's duty to provide quality education and capacity-building programs to our students and clients and communities was unimpeded.

Being united in a common goal was our key to success, and the great results from all our work this year are a testament to that.

Consistency in Learning

Learning is a continuous process, so we at CMDI will always prioritize organizing and facilitating capacity-building opportunities for CARD MRI staff and clients in order for them to develop and grow as responsible citizens who shall contribute to our collective mission of poverty eradication.



ARISTEO A. DEQUITO
CARD MRI MANAGING DIRECTOR

This year, CMDI consistently improved its resources and capabilities in order to provide quality and purposive learning programs and opportunities that are catered to various needs of our staff and clients. As of December, CMDI was able to conduct a total of 7,112 training batches

with 100,801 participants. In support of our “Back-to-Basic” strategy implementation, all the Learning and Development (L&D) trainers and officers conducted on-site coaching and mentoring of our field staff. This strategy also involves consolidation meetings at the end of each monitoring in order to plan and conduct sessions to strengthen the understanding and commitment of our staff to CARD MRI’s core values. CMDI’s Center for Leadership (CFL) has also continued its mandate to deliver capacity-building programs to CARD MRI executives, specifically for our top officers in partnership with John Clemens, and for managers who are taking their Master’s program. Aligned with our “Back-to-Basic” strategy, CFL has also shifted its programs to support its implementation with 95 units with 742 staff and 977 monitored, mentored, and visited. CFL also conducted refresher courses for Account Officers and Unit Managers, Handling Millennials, Mental Health Awareness Webinars, and Foreign Organizations Exposures. As for our Technical Vocational Unit, they were able to conduct several batches of training and assessment to more than 500 learners.

CMDI believes in the important role of education in breaking the vicious cycle of poverty. Thus, we shall continue to invest in more opportunities for learning and capacity-building for our staff, clients, and students in order to foster holistic development in our communities.

Braving another Tomorrow

As CMDI prepares to face another year this 2023, we are once again thankful for how far we have come after more than 20 years of our work in development. Throughout all those years, we have gained many valuable lessons, most recently from the pandemic, and we shall strive to continue to learn from all our experiences in the many years to come. One constant insight though seems to still ring true for us; the importance of our connection with our clients and communities. Being one with the people we serve was our key to success, and now that another door of opportunities has opened before us, rest assured CARD MRI shall bravely enter it, knowing that we have our clients and communities closely by our side.

HEART OF SERVICE

The year 2022 is a story of gratitude and recognition for CARD-MRI Development Institute (CMDI), Inc. We at CMDI overcome all the trials because of the unwavering hearts of our people towards development. We remain constant in providing relevant information, nurturing the skills of our community, and shaping modern development workers who will be part of our mission to continue our battle in bringing the right of every Filipino to live in dignity.

I am very grateful to every staff and faculty member, CARD *nanay*, student, and the community that CMDI serves. You are the core reason why we keep taking steps forward to deliver you the hope of a better future. I salute all the efforts of our pool of dedicated and passionate development workers and educators whose hearts remain steadfast in our mission.

The past two years have tested our hearts and commitment to serve. While the pandemic posed a great barrier to our mission, we turned this as an opportunity to raise our service even higher to our



FLORDELIZA L. SARMIENTO
PRESIDENT

community. While challenges grind us down, we bloom as an institution.

We can now see rays of hope from the COVID-19. Now that we are freer from the shackles of the pandemic, we will further

intensify our educational programs that can further develop the potentials of our students, staff, the CARD MRI clients, members, and the community.

CMDI will invest more in our staff and teacher's growth and development to become more progressive in delivering education for all. Likewise, CMDI will continue to expand its campuses in Luzon, Visayas, and Mindanao to provide access to our youth for a better tomorrow.

Also, social media plays an influential role to many individuals. We are maximizing this digital influence to the CARD MRI community to provide them with relevant information that can help them become more effective entrepreneurs and better individuals. We will use different platforms to reach and create a positive impact on more Filipinos.

CARD MRI has fought a long way towards development but still far from reaching the poverty-free Philippines. To contribute to the mission of CARD MRI, CMDI will continue to develop poverty warriors lifting the underprivileged out of poverty. We will equip them with the right armor to win this battle.

“My heart is also full of gratitude because of our CARD *nanays*, our students, and our community of learners. You are our strength and inspiration to stay true to our core.”

This year, we have produced our first Certified Public Accountant. We will sustain this culture of excellence in our community. We will continue to strengthen our hearts and sharpen our minds and strategies to produce more licensed professionals who can be part of our team of development workers. We will further extend our education course and programs to shape more professionals in various fields with a heart for development.

Furthermore, we will continue to collaborate with other institutions to help us formulate and adopt the best strategy and programs in delivering education.

CMDI is and will continue to be the heart of CARD MRI in uplifting people through education. In the coming years, we are all geared up to provide education for all.

PROVIDING RADICAL EDUCATION

CARD-MRI Development Institute (CMDI), Inc. recognizes 2022 as a year of new opportunity. Despite all the crises and challenges in the past years, we were able to overcome every obstacle to deliver quality education to our community of staff, nanays, and our students.

This year, we continue to strengthen our resources to provide quality services receptive to the current and future needs of our educational community.

Celebrating success and progress

As the global health crisis continues to loom in the country, CMDI still successfully delivers quality education to its 3,375 students in its Bay and Tagum campuses using both online and offline modalities. We are also happy that the number of enlistments in our school was significantly higher compared to our 2,700 enrollees in 2021.

After being forced to adapt to the culture of a new normal for education, we celebrate the return of our face-to-face classes and training during the second half of the year.

We still used flexible learning for our students. We combine face-to-face, modular, and online learning. This kind of setup allows us to provide learning with a more flexible method and is less expensive for our students as they will not be required to be present at school at all times.



DR. EDZELA A. RAMOS
Senior Executive Vice President / COO

Meanwhile, the Technical Vocational Unit also conducted 37 batches of training and assessment for 509 learners from Microfinance Technology NC II, Bookkeeping NC III for CARD MRI Finance Officers, Events Management NC III, Front Office Services NC II, and Tour Guiding Services NC II for staff.

We also delivered refresher courses for our staff that played a critical role in effectively and efficiently bringing CARD MRI services to the community. As the education arm of CARD MRI, CMDI continually trains CARD MRI staff, clients, and members to provide capacity-building programs. As of December 2022, CMDI Learning and Development (L&D) conducted 6,915 batches of training with 93,977 participants.

In support of CARD MRI's Back-to-Basics strategy, all our trainers and officers from L&D conducted on-site coaching and mentoring sessions for CARD MRI field staff to strengthen their understanding and commitment to our core values. It became more effective as our new trainers were pulled out from the CARD MRI operations who effectively coached the new generation of staff with their experiences from the field.

In addition, L&D also handled center meetings and conducted learning sessions to teach the newly hired staff how to conduct client education.

“CMDI always carries the true identity of the organization. We make sure that the training and education we provide always manifest the CARD MRI core values.”

We were able to continue providing education for the CARD MRI workforce. We have programs for our staff who wish to return and continue their studies. We now have students who have completed master's programs at CMDI.

Meanwhile, the Center for Leadership (CFL) Unit continues to deliver appropriate capacity-building programs to 40 CARD MRI officers in partnership with John Clements and 30 managers enrolled in the Master's Program in Public Administration at Union College. The unit also conducted a total of 26 batches with 3,288 participants in refresher courses for Account Officers and Unit Managers, Handling Millennials, Mental Health Awareness Programs, and exposure to foreign organizations.

We are happy to provide support in terms of capacity-building programs for our development workers to strengthen our force of eradicating poverty in the country offer graduate studies and advance management programs.

To reach and teach more communities across the country, the Learning Resource and Digital Education (LRDE) delivered 62 Kabuhayan videos and 27 Kabuhayan tips posted on the CMDI Kabuhayan Ideas Online FB page. We also developed communication materials to help our FB followers to create better decisions not only for themselves but also for their communities.

We also held client training and learning sessions during center meetings. We also started providing training about health-related topics for our clients. With this, we also celebrate how people recognize CMDI's importance in providing capacity-building programs for CARD MRI clients.

Clients who become successful with their learnings from our enterprise development programs become resource persons and speakers to motivate other clients who also want to pursue a business or those who want to make it grow.

Of course, CMDI takes pride in its first-ever CPA produced in 2022. It motivates us even further to produce more licensed professionals in our institute.

Taking another leap

Together with the staff and the whole CMDI management, we are going to move forward, overcome problems, and maximize our potential in 2023.

Next year, we are committed to empowering more communities through education. CMDI targets to conduct 7,392 batches of training with 146,356 participants across the country.

We will continue creating innovative programs as we continue to strengthen our values. In the coming year, we intend to organize numerous team-building activities to increase commitment, passion, and devotion in the CARD MRI workplace. We will also prepare our middle managers in handling and leading a multi-generational workforce, particularly Gen Y and Z.

To further improve the capacity of the CARD MRI managers, we will continue our active partnership with educational institutions and other providers such as Phinma Union College of Laguna, Development Academy of the Philippines, SAIDI, AIM, and John Clements to offer graduate studies.

We will expand our campus in Bay, Laguna to provide better facilities and wider space and open a new campus in Buenavista in Agusan del Sur. As we prepare to welcome more students, we hope to receive permits and recognitions of Bachelor of Science in Tourism Management, Bachelor of Science in Accountancy, Bachelor of Science in Accounting Information System in college, and Humanities and Social Sciences (HUMMS) strand in our senior high school.

We aim to enroll 7,392 students in master's, doctorate, college degrees, and senior high school strands.

We also intend to improve the delivery of our education by introducing dynamic learning programs that have been proven to be very effective. It will be an adopted program that requires the students to discover and understand their lesson on their own before the topic is explained by the teacher.

For technical-vocational courses, CMDI will explore setting up National Certificates for microinsurance and health-related programs such as pharmacy services, healthcare services, wellness, and therapy to produce homegrown healthcare practitioners at CARD MRI.

Masters of development

All our accomplishments were realized because of our passionate and dedicated staff, trainers, and teachers who are working to bring growth and development to our staff, *nanays* and their families, and our students. I am beyond thankful for their invaluable commitment and their collaborative efforts to bring out the best in the communities CMDI is serving.

To reciprocate their commitment, we continue to support their master's degree

or Ph.D. programs and certifications to improve their capacity in serving our nation better. Their growth is also at the heart of our service.

We would also like to thank the CARD MRI management team for their undying support of education and its power in providing better opportunities for Filipinos. As CARD MRI banks on quality education for all, we can uplift the lives of many Filipinos and break the vicious cycle of poverty in the country.

CMDI always carries the true identity of the organization. We make sure that the training and education we provide always manifest the CARD MRI core values. At CMDI, we believe that teaching is more than academics. We also want to influence them to uphold the values of the institution as we recognize them as the path to success. We always ensure that we hold our culture and values head high.

As we continue our fight to end extreme poverty in the country, we will hold our hands together in bringing affordable and quality education for all. Your trust in us motivates us to serve better education for the community as we remain constant in our belief that education is one of the most effective means of eradicating poverty.

2022 YEAR-END REVIEW

ACADEME

Bay Campus



College Students

1,476



SHS Students

314



College Graduates

486



SHS Graduates

866

Tagum Campus



College Students

1,163



SHS Students

422



College Graduates

138



SHS Graduates

241



MS Students through Partnership

130



PhD Program

7

LEARNING RESOURCE AND DIGITAL EDUCATION



No. of developed modules

43



Reach of CMDI Kabuhayan Ideas Online

45,703



No. of uploaded videos

183



Reach of CMDI Dagdag Kaalaman Online

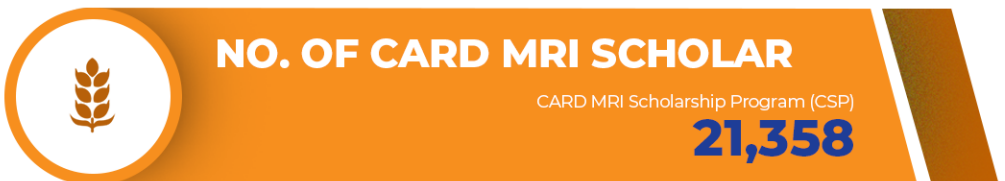
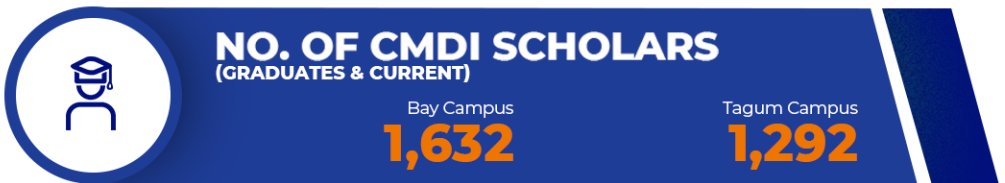
14,583



No. of posted infographics

77





PAGPUPUGAY, PAGDIRIV



MARI D. MALABANA, CPA
Passed Public Accountant Licensure Examination
(October 14-16, 2022)

Family is very proud of you!

Institute Inc.

ISES

THIS IS
OUR **2022**

WANG, at PASASALAMAT

Glicerie

Patuloy Po Ang aking hnap buhay sa tahanan dahil sa mga recommendations Ng CMDI sa livelihood program,walang tigil Ang akin pong mga deliver Luzon, Visayas, Mindanao.Maraming salamat po ❤️❤️❤️

Kwinny

Natanggap po ako ng scholarship sa inyong paaralan at dahil po jan ay pagbutihin ko po ang aking pag aaral sa kolehiyo thankyouuu po ❤️

Joanne

Isa sa Goal ko na nakamit ko ang pgbabalik sa pagaaral sa kolehiyo at pangalawa ang makatanggap ng scholarship kaya maraming salamat CMDI 😊

MR. MARIO DERIQUITO
Trustee

PROF. TAKAYOSHI M. AMENOMORI
Ex-Officio Board at Large

DR. JAIME ARISTOTLE B. ALIP
Chairman



MS. MA. LUISA P. CADAING
Trustee

MS. PASCUALA S. GEÑOSO
Trustee

MS. FLORDELIZA L. SARMIENTO
Trustee / President

DR. AGNES C. ROLA
Trustee

BOARD OF TRUSTEES

MS. LORENZA DT. BAÑEZ
Trustee

MS. MYKA REINSCH
Ex-Officio, Board at Large

DR. ROSALINA O. FUENTES
Trustee



DR. GILBERTO M. LLANTO
Trustee

DR. DOLORES M. TORRES
Vice Chairperson for Corporate Planning and External Affairs

DR. MARIA CYNTHIA ROSE B. BAUTISTA
Trustee

DR. EDZEL A. RAMOS
Dean, Department of Business and
Management - Bay Campus

MS. MARY JANE PERRERAS
Associate Dean, Department of Business
and Management - Bay Campus

DR. JAIME ARISTOTLE B. ALIP
Dean Emeritus



DR. REAGAN B. RICAFORT
Dean, Department of Information and
Communication Technology - Bay Campus

MS. LORENZA dt. BAÑEZ
Dean, Department of Accountancy
- Bay Campus

COLLEGE DEANS

MS. ESTRELLIETA OLAER, CPA

MBA Dean, Department of Accountancy
- Tagum Campus

MR. RAUL DIZON

Associate Dean, Department of
and Communication Technology



DR. DOLORES M. TORRES

Senior Dean

DR. MARIA VILMA MANULAT, DM

Dean, Department of Business and
Management - Tagum Campus

DEAN

MANAGEMENT COMMITTEE





Management Committee Members

Flordeliza L. Sarmiento
CMDI President

Dr. Edzel A. Ramos
Senior Executive Vice President / Chief
Operating Officer

Analiza D. De Lumban
Vice President for Admin and Finance

Neil M. Polinag
Assistant Vice President for Center for
Leadership

Marisol M. Mendelivar
Deputy Academic Director - Bay Campus

Lorenz Nicole C. Duna
Associate Dean - Bay Campus

Constancio B. La Rosa Jr.
Deputy Director for Compliance

Glenda A. Castronuevo
Program Head, Bachelor of Science in
Tourism Management

Glenda M. Lagarile
Vice President for Academic Affairs

Dr. Carissa C. Ramirez
Assistant Vice President for Learning and
Development

Christian Albert A. Sandoval
Assistant Vice President for Operations -
CMDI Tagum

Daisy Jane D. Caballero
Deputy Academic Director - Tagum
Campus

Lourdes A. Medina
Deputy Director for Publications and
Academic Research

Maria Ana M. Toledo
Program Head, Department of Information
and Communications Technology - Bay
Campus

Anna Therese A. De Leon
Associate Registrar - Bay Campus

Cecille Y. Uy-Cruza

Deputy Director for Training - Central Visayas

Melanie Sister

Deputy Director-OIC for LRDE

Napoleon M. De Villa

Acting Deputy Director for Training - North
Luzon

Jera B. Demanarig

Admin and Finance Manager - Tagum
Campus

Edgar O. Senada

Senior High School Principal - Tagum
Campus

Shiela R. Icaro

CSP Program Manager

Jerwin N. Dayon

Deputy Director for Training - South Visayas

Marwin D. Mira

Acting Deputy Director for Training -
Central Luzon

Raquel L. Punzalan

General Admin & Facility Management and
Services Manager

Lorelie F. Aguilar

Senior High School Principal - Bay Campus

Mary Anne L. Montecer

Senior Personnel Manager

Paul Dumdum

IT Manager

Analeen M. Suelto

Tech Voc Administrator - Bay Campus



OUR PARTNERS

- Commission on Higher Education IV-A
- Development Academy of the Philippines
- Department of Education
- Southeast Asia Interdisciplinary Development Institute (SAIDI)
- PHINMA Rizal College of Laguna
- TESDA

BAY, LAGUNA



TAGUM, DAVAO

TRAINING SERVICES



NEED-BASED TRAINING COURSES

Core Courses

These are the training programs specialized for training and preparation for CARD MRI staff. Each program is designed to cater to the specific position for an efficient learning session.

Courses are under this are the following:

- Account Officer Re-Entry Orientation
- Account Officer Refresher Course go Digital
- Area Manager Advance Course : Internal Control and Financial Mgt.
- Going 10-20-80 in the new Financial Landscape (Area Manager Promotional Training)
- Islamic Finance and Paglambo Orientation (Shariah Finance)
- Lead and Achieve to Eradicate Poverty in the Digital Era (Unit Manager Promotional Training)

Enhancement Courses

These courses equip the CARD staff with supplementary knowledge that would aid them in the conduct of their work. Programs conducted by CMDI are as follows:

- Increasing Account Officer Productivity and Risk Management
- Administrative Staff Ready for Digital Financial Landscape
- Administrative Staff Refresher
- CARD MBA Advance on Claims Processor Training
- Boosting CARD MRI Operations Internal Control for Area Managers
- CARD MRI Human Resource Unit: Facing the New Normal Path
- CARD-MRI Field and Admin Staff Training on New Normal Towards Poverty Eradication
- Customer Engagement & Management
- CARD MRI Quality Portfolio Management: The New Normal Means
- Coaching and Mentoring as Handles to Nourish Work Passion
- Finding the Best Approach for an Advanced Management Role
- Cross Cultural Sensitivity
- Improving Customer Relationship Towards Poverty Eradication
- Staff Management: Getting on with Today's Generation
- English Proficiency: Taking the Socially and Economically Challenged to the next level
- Money Counterfeit and Fraud Detection in the New Era of Technology
- Nourishing my Commitment Tree : A Reunion Framework

- Personal and Professional Development
- Personality Development
- Pro Solutions in Managing Risk & Mitigation of Audit Findings
- Problem Solving and Decision-making
- Managing Time Efficiently
- Serving CARD-MRI clients thru Telemarketing
- CARD MRI Unified Collaboration & IT Security
- Unit Manager Advance Course : Financial Management/Internal Control
- CARD-MRI Human Resource Unit : Facing the New Normal
- Values and Professionalism

Center for Leadership (CFL) Courses Offered

- CARD MRI Core Values and Culture Training/Workshop
- Handling Millennials
- Regional Director Ready-to-Lead and Uphold Core Values and Culture

Client Training

- Enterprise Development Training
- Business Starters
- Basic Accounting Training for Members (Bookkeeping & Financial Statements Plotting)
- CARD MBA Coordinator Ready to Assist in Eradicating Poverty in the Country

DEGREE PROGRAM PARTNERSHIPS AND EVALUATION

Through partnerships with other colleges and universities, CMDI helped shape the following degree programs:

SENIOR HIGH SCHOOL PROGRAMS

- **Academic Track**
 - **Accountancy, Business, and Management (ABM)**
 - In CMDI Bay and Tagum
 - Government Permit (R-IVA) No. SHS-627, series of 2015
 - Government Permit (R-IX) No. SHS-127, series of 2015

- **Techno-Vocational-Livelihood Track**
 - **Information and Communications Technology (ICT) – Computer Programming**
 - In CMDI Bay and Tagum
 - Government Permit (R-IVA) No. SHS-039, series of 2016 – CMDI Bay
 - Government Permit (R-XI) No. 176 series of 2018
 - **Home Economics (Bread and Pastry Production, Cookery and House Keeping) (HE)**
 - In CMDI Bay and Tagum
 - Government Permit (R-IVA) No. SHS-067 series of 2019

NATIONAL CERTIFICATE

- **Microfinance Technology NCII Program**
 - In CMDI Main Campus
 - CoPR 201304032252
- **Microfinance Technology NCII Accredited Assessment Center**
 - In CMDI Main Campus
 - Accd No. AC-MIC0204031517155

BACCALAUREATE PROGRAMS

- **Bachelor of Science in Entrepreneurship with specialization in Microfinance (BSE)** in CMDI Bay and Tagum
 - CHED Permit No. 089 series of 2016 – CMDI Bay
 - Government Recognition No. 001 series of 2020 – CMDI Tagum
- **Bachelor of Science in Accountancy (BSA)** in CMDI Bay and Tagum
 - Government Recognition No. 003 series of 2019 – CMDI Bay
 - Government Recognition No. 005 series of 2020 – CMDI Tagum
- **Bachelor of Science in Information System (BSIS)** in CMDI Bay
 - Government Recognition No. 007 series of 2019 – CMDI Bay
- **Bachelor of Science in Accounting Information System (BSAIS)** in CMDI Bay and Tagum
 - Government Recognition No. 015 series of 2021 – CMDI Bay
 - Government Permit No. 004 series of 2020 – CMDI Tagum
- **Bachelor of Science in Tourism Management (BSTM)** in CMDI Bay and Tagum
 - Government Permit No. 026 series of 2021 – CMDI Bay
 - Government Permit No. 006 series of 2020 – CMDI Bay



AUDITED FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

**CARD-MRI Development Institute,
Inc.**
(A Nonstock, Not-for-Profit Association)

Audited Financial Statements
December 31, 2022 and 2021

and

Independent Auditor's Report





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6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
ey.com/ph

INDEPENDENT AUDITOR'S REPORT

The Board of Trustees
CARD-MRI Development Institute, Inc.
(A Nonstock, Not-for-Profit Association)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of CARD-MRI Development Institute, Inc. (A Nonstock, Not-for-Profit Association) (the Association), which comprise the statements of assets, liabilities and fund balance as at December 31, 2022 and 2021, and the statements of revenue and expense, statements of comprehensive income, statements of changes in fund balance and statements of cash flows for the years then ended, 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 Association as at December 31, 2022 and 2021, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards (PFRS).

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 Association 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 PFRS, 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 Association'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 Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association'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 Association'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 Association'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 Association 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.



Report on the Supplementary Information Required Under Revenue Regulations 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 15-2010 in Note 22 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 CARD MRI Development Institute, 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.

Miguel U. Ballelos Jr.

Miguel U. Ballelos, Jr.

Partner

CPA Certificate No. 109950

Tax Identification No. 241-031-088

BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024

SEC Partner Accreditation No. 109950-SEC (Group A)

Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions

SEC Firm Accreditation No. 0001-SEC (Group A)

Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions

BIR Accreditation No. 08-001998-114-2022, January 20, 2022, valid until January 19, 2025

PTR No. 9369777, January 3, 2023, Makati City

April 28, 2023

CARD-MRI DEVELOPMENT INSTITUTE, INC.**(A Nonstock, Not-for-Profit Association)****STATEMENTS OF ASSETS, LIABILITIES AND FUND BALANCE**

	December 31	
	2022	2021
ASSETS		
Current Assets		
Cash in banks (Note 6)	₱79,095,720	₱84,689,493
Financial investments at amortized cost (Note 7)	416,424,328	226,267,558
Receivables (Note 8)	20,976,752	27,486,339
Other current assets (Note 9)	13,707,793	12,143,613
	530,204,593	350,587,003
Noncurrent Assets		
Financial assets at fair value		
through other comprehensive income (Note 7)	129,442,044	102,916,616
Investment in associates (Notes 10 and 19)	2,775,009	1,434,769
Property and equipment (Note 11)	213,174,553	205,436,973
Software costs (Note 12)	584,537	1,392,275
Retirement asset (Note 18)	7,442,154	2,512,957
Other noncurrent assets (Note 17)	1,494,605	2,291,648
	354,912,902	315,985,238
TOTAL ASSETS	₱885,117,495	₱666,572,241
LIABILITIES AND FUND BALANCE		
Current Liabilities		
Accounts payable and accrued expenses (Note 13)	9,210,291	19,500,788
Lease liabilities (Note 17)	928,978	960,070
	10,139,269	20,460,858
Noncurrent Liabilities		
Fund held in trust (Note 13)	232,560,297	83,254,550
Lease liabilities (Note 17)	90,726	747,596
	232,651,023	84,002,146
	242,790,292	104,463,004
Fund Balance		
General fund (Note 2)	527,083,766	474,156,812
Restricted fund (Note 2)	84,759,848	71,528,109
Remeasurement gain on retirement plan (Note 18)	3,959,919	1,089,184
Net unrealized gains on financial assets at fair value		
through other comprehensive income (Note 7)	26,523,670	15,335,132
	642,327,203	562,109,237
TOTAL LIABILITIES AND FUND BALANCE	₱885,117,495	₱666,572,241

See accompanying Notes to Financial Statements.

CARD-MRI DEVELOPMENT INSTITUTE, INC.
(A Nonstock, Not-for-Profit Association)

STATEMENTS OF REVENUE AND EXPENSE

	Years Ended December 31	
	2022	2021
REVENUE		
Seminars and trainings	₱122,636,764	₱82,142,648
Senior high tuition and other school fees	14,592,955	21,487,315
Tertiary tuition and other school fees	42,376,736	44,734,791
	179,606,455	148,364,754
Cost of seminars, trainings and other programs (Note 14)	54,099,518	50,126,793
Senior high school expenses (Note 15)	14,396,904	18,272,078
Tertiary expenses (Note 16)	40,199,220	32,390,136
	108,695,642	100,789,007
GROSS REVENUE	70,910,813	47,575,747
Donations and contributions	538,109	1,000,000
Interest income (Notes 6 and 7)	7,347,135	8,660,670
Dividend income (Note 7)	17,537,367	13,461,078
Share in net income from investment in associates (Note 10)	940,240	630,275
Other school fees	819,281	250,650
	98,092,945	71,578,420
ADMINISTRATIVE EXPENSES		
Compensation and employee benefits (Notes 18)	13,247,382	8,443,911
Provision for credit losses (Note 8)	8,034,647	2,229,968
Retirement expense	2,441,633	-
Management and professional fees	1,484,600	1,497,880
Transportation and travel	1,100,667	632,019
Taxes and licenses	1,066,290	551,462
Depreciation expense (Note 11)	778,971	1,051,796
Information technology	767,668	947,188
Supplies and materials	672,838	403,697
Program monitoring and meetings	565,951	250,758
Insurance expense	298,178	480,394
Janitorial, messengerial and security	278,985	1,011,255
Operating lease (Note 17)	164,354	518,730
Staff training and development	152,991	73,228
Interest expense from lease liabilities (Note 17)	5,645	29,817
Others	873,452	1,926,236
	31,934,252	20,048,339
EXCESS OF REVENUE OVER EXPENSES	₱66,158,693	₱51,530,081

See accompanying Notes to Financial Statements.

CARD-MRI DEVELOPMENT INSTITUTE, INC.
(A Nonstock, Not-for-Profit Association)

STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31	
	2022	2021
EXCESS OF REVENUE OVER EXPENSES	₱66,158,693	₱51,530,081
OTHER COMPREHENSIVE INCOME (LOSS)		
<i>Other comprehensive income (loss) not recycled to profit or loss in subsequent periods</i>		
Change in remeasurement gain (loss) on retirement plan (Note 18)	2,870,735	(3,933,214)
Change in net unrealized gain on financial assets at other comprehensive income (Note 7)	11,188,538	782,247
	14,059,273	(3,150,967)
TOTAL COMPREHENSIVE INCOME	₱80,217,966	₱48,379,114

See accompanying Notes to Financial Statements.

CARD-MRI DEVELOPMENT INSTITUTE, INC.

(A Nonstock, Not-for-Profit Association)

STATEMENTS OF CHANGES IN FUND BALANCE

	General fund (Note 2)	Restricted fund (Note 2)	Remeasurement gains on retirement plan (Note 18)	Net unrealized gains on financial assets at fair value through other comprehensive income (Note 7)	Total
Balances at January 1, 2022	₱474,156,812	₱71,528,109	₱1,089,184	₱15,335,132	₱562,109,237
Appropriations during the year	(13,231,739)	13,231,739	—	—	—
Total comprehensive income for the year	66,158,693	—	2,870,735	11,188,538	80,217,966
Balance at December 31, 2022	₱527,083,766	₱84,759,848	₱3,959,919	₱26,523,670	₱642,327,203
Balances at January 1, 2021	₱432,932,747	₱61,222,093	₱5,022,398	₱14,552,885	₱513,730,123
Appropriations during the year	(10,306,016)	10,306,016	—	—	—
Total comprehensive income for the year	51,530,081	—	(3,933,214)	782,247	48,379,114
Balance at December 31, 2021	₱474,156,812	₱71,528,109	₱1,089,184	₱15,335,132	₱562,109,237

See accompanying Notes to Financial Statements.

CARD-MRI DEVELOPMENT INSTITUTE, INC.**(A Nonstock, Not-for-Profit Association)****STATEMENTS OF CASH FLOWS**

	Years Ended December 31	
	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenue over expenses	₱66,158,693	₱51,530,081
Adjustments for:		
Income recognized from funds held in trust (Note 13)	(85,724,096)	(63,198,064)
Depreciation and amortization expense (Notes 11 and 12)	12,848,784	24,555,749
Interest income (Notes 6 and 7)	(7,347,135)	(8,660,670)
Dividend income (Note 7)	(7,816,900)	(4,873,600)
Provision for credit losses (Note 8)	8,034,647	2,229,968
Interest expense	52,721	34,129
Net retirement expense (Note 18)	2,441,633	1,806,130
Share in net income of associates (Note 10)	(940,239)	(630,275)
Operating income (loss) before working capital changes	(12,291,892)	2,793,448
Changes in operating assets and liabilities:		
Decrease (increase) in the amounts of:		
Receivables	(9,600,117)	(10,156,141)
Other current assets (Note 17)	(1,046,247)	10,408,669
Increase (decrease) in the amounts of:		
Accounts payable and accrued expenses	(10,290,497)	10,731,140
Net cash generated from (used in) operations	(33,228,753)	13,777,116
Interest received	15,422,191	6,809,745
Contributions to retirement fund (Note 18)	(4,500,095)	(4,073,054)
Interest paid	(2,803)	(4,312)
Net cash provided by (used in) operating activities	(22,309,460)	16,509,495
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisitions of:		
Financial investments at amortized cost (Note 7)	(1,648,703,482)	(538,263,311)
Financial investments at FVOCI (Note 7)	(7,519,990)	(12,730,800)
Equity investments (Note 10)	(400,000)	-
Property and equipment (Notes 11 and 20)	(19,250,022)	(13,359,924)
Proceeds from:		
Maturities of financial investments at amortized cost (Note 7)	1,458,546,712	532,028,964
Net cash used in investing activities	(217,326,782)	(32,325,071)
CASH FLOWS FROM FINANCING ACTIVITY		
Receipt of funds held in trust (Note 20)	235,029,843	54,143,771
Payments on finance lease (Note 17)	(987,374)	(1,761,800)
Net cash provided by financing activities	234,042,469	52,381,971
NET INCREASE (DECREASE) IN CASH IN BANKS	(5,593,773)	36,566,395
CASH IN BANKS AT BEGINNING OF YEAR	84,689,493	48,123,098
CASH IN BANKS AT END OF YEAR (Note 6)	₱79,095,720	₱84,689,493

See accompanying Notes to Financial Statements.

CARD-MRI DEVELOPMENT INSTITUTE, INC.
(A Nonstock, Not-for-Profit Association)

NOTES TO FINANCIAL STATEMENTS

1. General Information

CARD-MRI Development Institute, Inc. (the Association), is a nonstock, not-for-profit association incorporated in the Philippines on April 21, 2005. The Association was organized to provide courses of study in microfinance development (non-degree technical courses) or other similar courses subject to the laws of the Philippines.

The Association's permit to operate as a tertiary education was granted by the Commission on Higher Education (CHED) on May 28, 2015. It started to operate as a tertiary education institute offering a Bachelor of Science in Entrepreneurship with specialization in Microfinance on August 5, 2015.

The Association started to offer senior high school; Accountancy, Business and Management and Information and Communication Technology strands in June 2016, and Home Economics strand in June 2019.

Being a nonstock and not-for-profit educational institution, the Association falls under Section 30 (h) of the Tax Reform Act of 1997 and as such, income from activities in pursuit of the purpose for which the Association was organized is exempt from income tax. The Association renewed its Philippine Council for NGO Certification accreditation on December 07, 2022 and had been granted a five-year certification for donee institution status.

The Association is part of the Center for Agriculture and Rural Development - Mutually Reinforcing Institutions (CARD-MRI).

The Association's principal office is located at Brgy. Tranca, Bay, Laguna. Based on the provisions of Republic Act No. 11232, otherwise known as "An Act Providing for the Revised Corporation Code of the Philippines," the Association has a perpetual existence.

2. Summary of Significant Accounting Policies

Basis of Preparation

The accompanying financial statements have been prepared on a historical cost basis, except for financial assets through other comprehensive income (FVOCI), which are all carried at fair value. The financial statements are presented in Philippine peso (₱), the functional currency of the Association and all values are rounded to the nearest peso except when otherwise indicated.

Statement of Compliance

The Association's financial statements have been prepared in accordance with the 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 for the adoption of new standards effective as at January 1, 2022. The Association has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective. Unless otherwise indicated, adoption of these new amendments did not have an impact on the financial statements of the Association.

- Amendments to PFRS 3, *Reference to the Conceptual Framework*
The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments added an exception to the recognition principle of PFRS 3, *Business Combinations* to avoid the issue of potential ‘day 2’ gains or losses arising for liabilities and contingent liabilities that would be within the scope of PAS 37, *Provisions, Contingent Liabilities and Contingent Assets* or Philippine-IFRIC 21, *Levies*, if incurred separately.

At the same time, the amendments add a new paragraph to PFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

- Amendments to PAS 16, *Property, Plant and Equipment: Proceeds before Intended Use*
The amendments prohibit entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.
- Amendments to PAS 37, *Onerous Contracts – Costs of Fulfilling a Contract*
The amendments specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a “directly related cost approach”. The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the 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*
The amendment permits a subsidiary that elects to apply paragraph D16(a) of PFRS 1 to measure cumulative translation differences using the amounts reported in the parent’s consolidated financial statements, based on the parent’s date of transition to PFRS, if no adjustments were made for consolidation procedures and for the effects of the business combination in which the parent acquired the subsidiary. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of PFRS 1.
 - Amendments to PFRS 9, *Financial Instruments, Fees in the ‘10 percent’ test for derecognition of financial liabilities*
The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other’s behalf.
 - Amendments to PAS 41, *Agriculture, Taxation in fair value measurements*
The amendment removes the requirement in paragraph 22 of PAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of PAS 41.

Significant Accounting Policies

Current versus Noncurrent Classification

The Association presents assets and liabilities in the statements of assets, liabilities and fund balance based on current/noncurrent classification.

An asset is current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- 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;
- Held primarily for the purpose of trading;
- Due to be settled within twelve months after the reporting period; or
- Not subject to unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as noncurrent.

Fair Value Measurement

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 Association.

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 Association 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 of 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 Association determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period (see Note 4).

Management determines the policies and procedures for recurring fair value measurement.

At each reporting date, management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Association's accounting policies. For this analysis, management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

For the purpose of fair value disclosures, the Association 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 (see Note 5).

Financial Instruments - Initial Recognition and Subsequent Measurement

Date of recognition

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

'Day 1' difference

Where the transaction price in a non-active market is different from the fair value of other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable market, the Association recognizes the difference between the transaction price and fair value (a 'Day 1' difference) in profit or loss unless it qualifies for recognition as some other type of asset. In cases where fair value is determined using data which is not observable, the difference between the transaction price and model value is only recognized in profit or loss when the inputs become observable or when the instrument is derecognized. For each transaction, the Association determines the appropriate method of recognizing the 'Day 1' difference amount.

Initial recognition and measurement of financial instruments

All financial instruments are initially recognized at transaction price (including transaction costs) except in the initial measurement of financial instruments at fair value through profit or loss (FVPL). The Association classifies its financial assets as financial assets at FVPL, financial assets at FVOCI, and financial assets at amortized cost while financial liabilities are classified as financial liabilities measured at FVPL and financial liabilities at amortized cost. The classification of financial assets depends on the contractual terms and the business model for managing the financial assets. Subsequent to initial recognition, the Association may reclassify its financial assets only when there is a change in its business model for managing these financial assets. Reclassification of financial liabilities is not allowed.

The Association determines its business model at the level that best reflects how it manages groups of financial assets to achieve its business objective. The Association's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios. As a second step of its classification process, the Association assesses the contractual terms of financial assets to identify whether they pass the contractual cash flows test or solely payments of principal and interest (SPPI) test.

The Association has no financial instruments at FVPL as at December 31, 2022 and 2021.

Financial assets and liabilities at amortized cost

Financial assets at amortized cost are financial assets that meet both of the following conditions: (i) these are held within a business model whose objective is to hold the financial assets in order to collect contractual cash flows; and (ii) the contractual terms give rise on specified dates to cash flows that are SPPI on the outstanding principal amount.

Financial assets instruments that meet the conditions above are measured at amortized cost using the effective interest method. For financial assets measured at amortized cost, impairment is assessed at every reporting period.

The Association's financial assets at amortized cost are presented in the statement of assets, liabilities and fund balance as cash and cash equivalents, time deposits under financial investments at amortized cost, receivables, and prepaid subscription under 'other current assets'.

Cash in banks

Cash in banks represent demand, savings and time deposits or special savings deposits that earn interest at the respective Association deposit rates.

Short-term Investments

Short-term investments under 'financial investments at amortized cost' represent time deposits with tenor of three (3) months to twelve (12) months from date of acquisition to date of maturity.

Long-term Investments

Long-term investments under 'financial investments at amortized cost' represent time deposits with tenor of more than twelve (12) months from date of acquisition.

Classified under financial liabilities measured at amortized cost are the Association's accounts payable and accrued expense in the statement of financial position.

Financial assets at FVOCI - equity investments

At initial recognition, the Association can make an irrevocable election (on an instrument-by-instrument basis) to designate equity investments as at FVOCI; however, such designation is not

permitted if the equity investment is held by the Association for trading. The Association has designated its unquoted equity instruments as at FVOCI as these are not held for trading purposes.

These financial assets are subsequently measured at fair value with gains and losses arising from changes in fair value recognized in other comprehensive income. When the asset is disposed of, the cumulative gain or loss previously recognized in the net losses on investment securities account is not reclassified to profit or loss, but is reclassified directly to 'Fund Balance' account. Any dividends earned on holding these equity instruments are recognized in statement of revenue and expense under 'Dividend income' account.

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 financial assets) is derecognized when:

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

Where the Association has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control over the asset, the asset is recognized to the extent of the Association's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of original carrying amount of the asset and the maximum amount of consideration that the Association could be required to pay.

Financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. 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 a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of revenue and expense.

Impairment of Financial Assets

The Association recognizes an allowance for expected credit losses (ECL) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Association expects to receive, discounted at an approximation of the original effective interest rate. 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.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

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

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

Investment in Associates

An associate is an entity over which the Association has a significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies. The Association's investment in associates is accounted for using the equity method.

Under the equity method, investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Association's share of net assets of the associate since the acquisition date. Distributions received from an investee reduce the carrying amount of the investment. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of income reflects the Association's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Association's OCI. In addition, when there has been a change recognized directly in the equity of the investee, the Association recognizes its share of any changes, when applicable, in the statement of changes in equity. Unrealized gains and losses resulting from transactions between the Association and associate are eliminated to the extent of the interest in the associate.

The financial statements of the investee are prepared for the same reporting period as the Association. The associate's accounting policies conform to those used by the Association for like transactions and events in similar circumstances.

Upon loss of significant influence over the investee, the Association measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognized in statement of income.

Property and Equipment

Land is carried at cost less any impairment in value while depreciable property and equipment, such as land improvement, training facilities, office furniture, fixtures, and equipment and library books, transportation equipment, and leasehold improvement, are stated at cost less accumulated depreciation, and any impairment in value.

Such cost includes the cost of replacing part of the property and equipment when that cost is incurred and if the recognition criteria are met, but excluding repairs and maintenance cost.

For property and equipment being constructed by an external contractor, costs are capitalized based on the percentage of completion of the project.

Depreciation commences once the property and equipment are available for use and is computed using the straight-line method over the estimated useful lives (EUL) of the respective assets, except for leasehold improvements which are amortized over the shorter of the EUL of the improvements or the terms of the related leases. The EUL of the depreciable assets are as follows:

	Years
Land improvement	10
Training facilities	3 to 15
Office furniture, fixtures, equipment and transportation equipment	5
Library books	3
Leasehold improvement	5 or term of the lease, whichever is shorter

The EUL, residual value, and the depreciation method are reviewed periodically to ensure that the period and the method of depreciation and amortization are consistent with the expected pattern of economic benefits from items of property and equipment.

Fully depreciated assets are retained in the accounts until they are no longer in use and no further depreciation is credited against revenue and expenses.

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

Software Costs

Software costs include costs incurred in obtaining license for the software purchased and used by the Association. The amortization of software costs is on a straight-line basis over a period of five (5) years and is recorded under 'Amortization expense' account.

Impairment of Nonfinancial Assets

The Association assesses the impairment of its property and equipment and software cost, whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable. The factors that the Association considers important which could trigger an impairment review include the following:

- significant changes in the manner of use of the assets; and
- significant negative industry or economic trends.

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

Recoverable amount

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use. If it is not possible to estimate the recoverable amount of an individual asset to an asset should be read as references also to an asset's cash-generating unit.

It is not always necessary to determine both an asset's fair value less costs to sell and its value in use. If either of these amounts exceeds the asset's carrying amount, the asset is not impaired and it is not necessary to estimate the other amount.

If there is no reason to believe that an asset's value in use materially exceeds its fair value less costs to sell, the asset's fair value less costs to sell may be used as its recoverable amount. This will often be the case for an asset that is held for disposal.

Reversal of impairment

The Association shall assess at each reporting date whether there is any indication that an impairment loss recognized in prior periods may no longer exist or may have decreased. If any such indication exists, the Association shall determine whether all or part of the prior impairment loss should be reversed. The procedure for making that determination will depend on whether the prior impairment loss on the asset was based on the recoverable amount of that individual asset, or the recoverable amount of the cash-generating unit to which the asset belongs.

General funds

This consists of the amounts contributed by the members of the Board of Trustees (BOT) of the Association and all current and prior period results of operations.

Restricted funds

The Association's Board of Trustees (BOT) has restricted twenty percent of the total revenue and expenses as follows: two (2.0%) for scholarships, three (3.0%) for information technology development and fifteen (15.0%) for fixed asset acquisition for future expansion.

Accumulated excess of revenue over expenses

Accumulated excess of revenue over expenses represents the cumulative balance of periodic net income or loss.

Revenue Recognition

Revenue from contracts with customers is recognized upon transfer of services to the customer at an amount that reflects the consideration to which the Association expects to be entitled in exchange for those services.

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

Seminars and trainings fees

Seminars and trainings fees are recognized when seminars and trainings have been conducted and completed.

Tuition fees and other school fees

Income from payment of tuition fee and miscellaneous fees are recognized over the service period. Tuition fees collected during the year that are applicable in subsequent years are deferred and shown as unearned tuition fee under 'Accounts payable and accrued expenses' in the statements of assets, liabilities and fund balance.

Interest income

Interest income on deposits in Associations is recognized as interest accrues, taking into account the effective yield of the asset.

Donations and contributions

Grants are recognized when there is a reasonable assurance that the Association will comply with the conditions attached to them, and that the grants will be received. Grants received for a specific purpose or with condition are initially recognized as a liability shown as funds held in trust as a fund balance, if received from a member of Board of Trustees, and as a liability, if received from other than a member of Board of Trustees. When the specific purpose or condition is met, it is recorded as 'Donations and contributions' in the statement of revenue and expenses.

Dividend income

Income from equity investments is recognized when the Association's right to receive (i.e., date of declaration) payment is established.

Cost and Expense Recognition

Costs and expenses are recognized in statement of revenue and expenses and changes in fund balance when decrease in future economic benefit related to a decrease in an asset or an increase in a liability has arisen that can be measured reliably.

Costs and expenses are recognized in statement of revenue and expenses and changes in fund balance:

- On the basis of a direct association between the costs incurred and the earning of specific items of income;
- On the basis of systematic and rational allocation procedures when economic benefits are expected to arise over several accounting periods and the association can only be broadly or indirectly determined; or
- Immediately when expenditure produces no future economic benefits or when, and to the extent that, future economic benefits do not qualify or cease to qualify, for recognition in the statement of assets, liabilities and fund balance as an asset.

Leases

The Association 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.

Association as a lessee

The Association applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Association recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Association recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying is available for use) as part of Property and Equipment. Right-of-use assets are measured at cost, less accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, which ranges from 1 to 3 years. Right-of-use assets are also subjected to the impairment policy on non-financial assets. Right-of use assets are presented under Property and Equipment in the statement of assets, liabilities and fund balance.

Lease liabilities

At the commencement date of the lease, the Association recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Association and payments of penalties for terminating the lease, if the lease term reflects the Association exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Association uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payment resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Association applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (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). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value (i.e. below ₱250,000). Lease payments on short-term leases and leases of low value assets are recognized as expense on a straight-line basis over the lease term.

Retirement Benefits

The Association operates a defined benefit retirement plan and hybrid retirement plan which require contribution to be made to a separately administered fund. The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation at the reporting date reduced by the fair value of plan assets, adjusted for any effect of limiting a net defined benefit asset to the asset ceiling (if any). 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 plan is actuarially determined using the projected unit credit method.

Movement of the retirement 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 expenses in the statement of income. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

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 the statements of revenue and expense.

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. Remeasurements are not reclassified to the statement of revenue over expenses in subsequent periods.

Plan assets are assets that are held by a long-term employee benefit fund. Plan assets are not available to the creditors of the Association, nor can they be paid directly to the Association. Fair value of plan assets is based on market price information. When no market price is available, the fair value of plan assets is estimated by discounting expected future cash flows using a discount rate that reflects both the risk associated with the plan assets and the maturity or expected disposal date of those assets (or, if they have no maturity, the expected period until the settlement of the related obligations). If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the measurement of the resulting defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

Provisions and Contingencies

Provisions are recognized when the Association has a present obligation (legal or constructive), as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Association expects some or all of a provision to be reimbursed, 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 revenue and expenses and changes in fund balance, net of any reimbursement.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to time value of money is recognized as 'Interest expense' in the statement of revenue and expenses and changes in fund balance.

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

Events after the Reporting Period

Post-year-end events up to the date of the approval of the BOT of the financial statements that provide additional information about the Association's position at the reporting date (adjusting events) are reflected in the financial statements. Post-year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

Standards Issued but not yet Effective

Pronouncements issued but not yet effective are listed below. The Association intends to adopt the following pronouncements when they become effective. The Association does not expect that the future adoption of the said pronouncements will have a significant impact on its financial statements.

Effective beginning on or after January 1, 2023

- Amendments to PAS 12, *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- Amendments to PAS 8, *Definition of Accounting Estimates*
- Amendments to PAS 1 and PFRS Practice Statement 2, *Disclosure of Accounting Policies*

Effective beginning on or after January 1, 2024

- Amendments to PAS 1, *Classification of Liabilities as Current or Non-current*
- Amendments to PFRS 16, *Lease Liability in a Sale and Leaseback*

Effective beginning on or after January 1, 2025

- 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*

3. Significant Accounting Estimates

The preparation of the Association's financial statements in accordance with PFRSs requires the management to make judgments and estimates that affect the reported amounts of assets, liabilities, fund balance, revenue, expenses and disclosure of contingent assets and contingent liabilities, if any. Future events may occur which will cause the judgments used in arriving at the estimates to change. The effects of any change in estimates are reflected in the financial statements as they become reasonably determinable.

Judgment

In the process of applying the Association's accounting policies, management has made the following judgment, apart from those involving estimations which have the most significant effect on the amounts recognized in the financial statements:

(a) Leases - Estimating the incremental borrowing rate

The Association cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Association would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The Association estimates the IBR using observable inputs (by reference to average bank lending rates).

The Association's lease liabilities amounted to ₱1.02 million and ₱1.71 million as of December 31, 2022 and 2021, respectively (see Note 17).

Estimates

(a) Impairment of receivables

The Association uses a provision matrix to calculate ECLs for financial assets. The provision matrix is initially based on the Association's historical observed default rates.

The Association will adjust the historical credit loss experience with forward-looking information, if any. For instance, if forecast economic conditions (i.e., OFW remittance) are expected to deteriorate over the next year which can lead to an increased number of defaults in

the industry, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical 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 Association's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

The carrying amount of receivables as of December 31, 2022 and 2021 are disclosed in Note 8.

(b) *Present value of retirement asset*

The determination of the Association's retirement cost is dependent on certain assumptions used by the actuary in calculating such amount. Those assumptions are described in Note 18 to the financial statements and include, among others, discount rate, future salary increase and average remaining working lives of employees. While management believes that the assumptions are reasonable and appropriate, significant differences in the Association's actual experience or significant changes in the assumptions may materially affect the pension and other retirement obligation.

As at December 31, 2022 and 2021, the carrying values of retirement asset of the Association are disclosed in Note 18.

4. Fair Value Measurement

The methods and assumptions used by the Association in estimating the fair values of its assets and liabilities are:

Cash in banks, receivables, assets, refundable deposits under 'other current assets,' accounts payable and lease liabilities

The carrying amounts approximate their carrying values due to their short-term maturities of these instruments. Management believes that the effect of discounting cash flows from these instruments using the prevailing market rates is not significant.

Financial asset at FVOCI

The fair value of unquoted equity securities is estimated based on the fair value of the nest assets of investee companies.

Financial assets at amortized

The fair values investments at amortized is measured at the discounted value of future cash flows using the applicable rates. The discount rates used ranged from 1.00% to 5.00% in 2022 and 1.50% to 5.00% in 2021.

Funds held in trust

The carrying amount of funds held in trust approximate its carry value due to deferral by the Association of revenue for unmet conditions.

The following table summarizes the carrying amounts and the fair values by level of the fair value hierarchy of the Company's assets and liabilities as at December 31:

	2022	
	Carrying value	Fair value measurement using significant unobservable inputs (Level 3)
Financial assets measured at fair value:		
Financial assets at FVOCI	₱129,442,044	₱129,442,044
Assets for which fair values are disclosed:		
Financial investments at amortized cost	416,424,328	415,050,128
	₱545,866,372	₱544,492,192

	2021	
	Carrying value	Fair value measurement using significant unobservable inputs (Level 3)
Recurring fair value measurement		
Financial assets at FVOCI	₱102,916,616	₱102,916,616
Assets for which fair values are disclosed:		
Financial investments at amortized cost	226,267,558	225,535,846
	₱329,184,174	₱328,452,462

Reconciliation of fair value measurements of Level 3 financial instruments

The Associate carries financial assets at FVOCI classified as Level 3 within the fair value hierarchy.

The following table shows the reconciliation of the beginning and closing amounts of Level 3 financial assets which are recorded at fair value:

	2022	2021
Beginning balance	₱15,335,132	₱14,552,885
Mark-to-market fair value changes	11,188,538	782,247
Ending balance	₱26,523,670	₱15,335,132

Impact on fair value of level 3 financial instruments measured at fair value of changes to key assumptions

Description of significant unobservable inputs to valuation follow:

Account	Valuation Technique	Significant Unobservable Input	Inputs	
			2022	2021
Financial assets at FVOCI	Adjusted net asset	Book value per share	₱125.00/share	₱127.00/share
Financial investment at amortized cost	Discounted cash flow	Risk premium rate	1.25%	1.27%

Financial assets at FVOCI

The Association estimates the fair value of the unquoted equity securities using the adjusted net asset value approach. Below shows the sensitivity of the valuation to various changes in assumption:

Fair value of financial asset at FVOCI	P129,442,044
Alternative scenarios:	
Discount for lack of marketability:	
-5.00%	122,969,942
+5.00%	135,914,146

The use of reasonably possible alternative assumptions in the significant unobservable inputs will affect the fair value of the unquoted equity securities and the OCI (before tax) as presented above.

5. Financial Instruments and Financial Risk Management Objectives and Policies

The Association has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

In line with the Center for Agricultural and Rural Development Mutually Reinforcing Institutions' (CARD MRI) mission of "*providing continued access to integrated microfinance and social development services to an expanding membership base by organizing and empowering women and their families*", risk management framework of the Association involves identifying and assessing risks, designing strategies and implementing policies to mitigate risks, and conducting evaluation for adjustments needed to minimize risks.

The BOT is responsible for monitoring the Association's implementation of risk management policies and procedures and for reviewing the adequacy of risk management framework in relation to the risks faced by the Association. Risk Management of the Association is strengthened in conjunction with the Internal Audit (IA) functions of CARD MRI Group. IA undertakes both regular audit examination and ad hoc reviews of risk management controls and procedures, the results of which are reported to the BOT.

Credit Risk

Credit risk is the risk of financial loss to the Association if the counterparty to a financial instrument fails to meet its contractual obligations. The Association manages credit risk by assessing the creditworthiness of its counterparties. The Association continuously monitors the financial health and status of its counterparties to ascertain that receivable from these counterparties will be substantially collected on the due date or in the future.

Maximum exposure to credit risk

The maximum exposure of the Association's financial instruments is equivalent to the carrying values as reflected in the statements of financial position and related notes. The Association holds no collateral and other credit enhancements against its credit risk exposure as at December 31, 2022 and 2021.

Credit Concentration

Concentration arise when a number of counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. As at December 31, 2022 and 2021, the Association's cash in banks and receivables are concentrated to financial intermediaries and customers, respectively.

Credit quality per class of financial assets

The credit quality of financial assets is monitored and managed based on the credit standing and history.

High grade - These are Association deposits and receivables which have a high probability of collection. The counterparty has the apparent ability to satisfy its obligation and the securities on the receivables are readily enforceable.

Standard grade - These are Association deposits and receivables where collections are probable due to the reputation and the financial ability of the counterparty to pay but with experience of default.

Further, the financial assets are also grouped according to stage whose description is explained as follows:

Stage 1 - those that are considered current and up to 30 days past due, and based on change in rating, delinquencies and payment history, do not demonstrate significant increase in credit risk.

Stage 2 - is comprised of all non-impaired financial instruments which have experienced a SCIR since initial recognition and those that, based on change in rating, delinquencies and payment history, demonstrate significant increase in credit risk, and/or are more than 30 days up to 90 days past due but does not demonstrate objective evidence of impairment as of reporting date.

Stage 3 - those that are considered in default or demonstrate objective evidence of impairment as of reporting date.

The following tables illustrate the Association's credit exposures from its receivables as at December 31, 2022 and 2021

	2022				Total
	ECL Staging			Total	
	Stage 1	Stage 2	Stage 3		
	12-month ECL	Lifetime ECL	Lifetime ECL		
Neither past due nor impaired					
High grade	₱1,847,422	₱-	₱-		₱1,847,422
Standard grade	-	20,114,279	-		20,114,279
Past due but not impaired	-	-	-		-
Past due and impaired	-	-	15,723,980		15,723,980
Gross carrying amount	₱1,847,422	₱20,114,279	₱15,723,980		₱37,685,681
	2021				Total
	ECL Staging			Total	
	Stage 1	Stage 2	Stage 3		
	12-month ECL	Lifetime ECL	Lifetime ECL		
Neither past due nor impaired					
High grade	₱16,428,658	₱-	₱-		₱16,428,658
Standard grade	-	7,526,083	-		7,526,083
Past due but not impaired	-	-	-		-
Past due and impaired	-	-	12,205,880		12,205,880
Gross carrying amount	₱16,428,658	₱7,526,083	₱12,205,880		₱36,160,621

As at December 31, 2022 and 2021, Association's receivables that are past due for more than 1 year are considered impaired. Following use of a simplified ECL, given receivables are short term in nature, non-defaulted accounts are computed with lifetime ECL.

Liquidity Risk

Liquidity risk is the risk arising from potential inability to meet obligations when they become due at a reasonable cost and timely manner. To ensure sufficient liquidity, the Association sets aside funds to pay currently maturing obligations which are placed in credible Associations. Monitoring of daily cash position is being done to guide the management in making sure that sufficient liquidity is maintained. The Treasury Committee of CARD MRI reviews monthly the liquidity position of the Association.

The table below summarize the maturity profile of the financial instruments of the Association based on undiscounted cash flows as at December 31, 2022 and 2021:

	2022			Total
	On demand	Within 1 Year	More than 1 Year	
Cash in banks	P79,095,720	P-	P-	P79,095,720
Financial investments at amortized cost*	-	417,559,410	-	417,559,410
Financial assets at FVOCI (Note 8)	-	-	129,442,044	129,442,044
Receivables (Note 7)				
Students	35,051,386	-	-	35,051,386
Interest receivables	1,135,082	-	-	1,135,082
Related parties	1,499,213	-	-	1,499,213
Prepaid subscription (Note 9)	13,140,388	-	-	13,140,388
	129,921,789	417,559,410	129,442,044	676,923,243
Accounts payable and accrued expenses (Note 13)				
Funds held in trust	-	-	232,560,297	232,560,297
Accounts payable	1,108,833	-	-	1,108,833
Accrued expenses	3,810,478	-	-	3,810,478
Lease liabilities*	-	951,838	91,475	1,043,313
	4,919,311	951,838	232,651,772	238,522,921
	P125,002,478	P416,607,572	(P103,209,728)	P438,400,322

*includes future interest

	2021			Total
	On demand	Within 1 Year	More than 1 Year	
Cash and cash equivalents	P84,689,493	P-	P-	P84,689,493
Financial investments at amortized cost*	-	228,121,583	-	228,121,583
Financial assets at FVOCI (Note 8)	-	-	102,916,616	102,916,616
Receivables (Note 7)				
Students	25,766,277	-	-	25,766,277
Interest receivables	9,210,137	-	-	9,210,137
Related parties	1,184,207	-	-	1,184,207
Prepaid subscription (Note 9)	10,906,178	-	-	10,906,178
	131,756,292	228,121,583	102,916,616	462,794,491
Accounts payable and accrued expenses (Note 13)				
Funds held in trust	P-	P-	P83,254,550	P83,254,550
Accounts payable	15,637,061	-	-	15,637,061
Accrued expenses	3,411,426	-	-	3,411,426
Lease liabilities*	-	1,243,313	518,279	1,707,666
	19,048,487	1,243,313	83,772,829	104,010,703
	P112,707,805	P226,878,270	P19,143,787	P358,783,788

*includes future interest

Market Risk

Market risk is the risk of loss of future earnings, of fair value or future cash flows of a financial instrument. The Association has no significant exposure to interest rate risk as interest bearing financial instruments carry fixed interest rates and foreign currency risk since exposure to foreign currency denominated assets and liabilities is very minimal.

Equity price risk

Equity price risk is the risk that the fair value of equity securities will fluctuate as the result of changes in the levels of equity indices and the value of individual stocks. The equity price risk exposure arises from the Association's FVOCI investments.

The table below demonstrates the sensitivity, to a reasonably possible change in weighted cost of capital with all other variables held constant, of the Association's other comprehensive income through the impact on unrealized gain/loss on financial asset at FVOCI.

	Change in weighted cost of capital (in basis points)			
	2022		2021	
	+100 bps	-100 bps	+100 bps	-100 bps
Change in equity	₱1,294,420	(₱1,294,420)	₱1,000,177	(₱1,000,177)

6. Cash in Banks

This account consists of:

	2022	2021
Demand deposits	₱27,450,959	₱46,635,420
Savings deposits	51,644,761	38,054,073
	₱79,095,720	₱84,689,493

Cash in banks represent peso-denominated current and savings accounts which earn interests at an annual rate ranging from 0.025% to 0.50% in 2022 and 0.025% to 1.50% in 2021.

In 2022 and 2021, cash in banks earned interest amounting to ₱0.26 million and ₱0.46 million, respectively.

7. Investment Securities**Financial Assets at Amortized Cost**

Financial assets at amortized cost represent short-term investments in peso-denominated time deposits maturity ranging from thirteen (13) days to one (1) year and with annual interest rates ranging from 1.00% to 5.00% in 2022 and 1.50% to 5.00% in 2021.

Interest earned on investments at amortized cost amounting to ₱7.09 million and ₱8.20 million in 2022 and 2021, respectively.

Financial Assets at Fair Value through Other Comprehensive Income

This represents the Association's ownership interest in the following entities:

	2022	2021
CARD MRI Information Technology (CMIT)	10.93%	10.60%
CARD SME Bank (CSME)	2.13%	2.17%
CARD MRI Property Management Inc. (CMPMI)	1.36%	1.41%
Matapat Holdings	2.92%	-

Movements in the investment are as follows:

	2022	2021
Beginning balance	₱102,916,616	₱84,529,969
Fair value changes	11,188,538	782,247
Additional subscriptions during the period	7,519,990	12,730,800
Additional investment through issuance of share dividend	7,816,900	4,873,600
Ending balance	₱129,442,044	₱102,916,616

The movements in the unrealized gains on financial investments at FVOCI of the Association follow:

	2022	2021
Beginning balance	₱15,335,132	₱14,552,885
Mark-to-market fair value changes	11,188,538	782,247
Ending balance	₱26,523,670	₱15,335,132

The Association received stock dividends from CMIT amounting to ₱7.76 million and ₱2.76 million in 2022 and 2021, respectively. The Association also received stock dividends from CMPMI amounting to ₱0.05 million in 2022 and CSME amounting to ₱2.12 million in 2021.

8. Receivables

This account consists of:

	2022	2021
Receivables from students	₱35,051,386	₱25,766,277
Interest receivable	1,135,082	9,210,137
Receivables from trainees and participants (Note 19)	1,499,213	1,184,207
	37,685,681	36,160,621
Allowance for credit losses	(16,708,929)	(8,674,282)
	₱20,976,752	₱27,486,339

Receivable from students pertains to tuition fees from their tertiary and senior high school students which are already rendered by the Association. The receivables are non-interest bearing and paid in installments.

Interest receivable pertains to interest accrued from time deposit.

Receivable from trainees and participants are those attributed to CARD MRI entities and non-CARD MRI entities which are also for seminar and training fees. The receivable from trainees and participants is payable upon demand.

An analysis of changes in the gross carrying amount and the corresponding ECL allowances is, as follows:

	2022			
	ECL Staging			Total
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	
Gross carrying amount and accrued interest receivables as at January 1, 2022	₱16,428,658	₱7,526,083	₱12,205,880	₱36,160,621
New financial assets originated or purchased	37,160,272	–	–	37,160,272
Financial assets derecognized during the period	(17,185,541)	(10,965,475)	(7,484,196)	(35,635,212)
Transfers to Stage 2	(29,656,923)	29,656,923	–	–
Transfers to Stage 3	(4,899,044)	(6,103,252)	11,002,296	–
Gross carrying amount as at December 31, 2022	₱1,847,422	₱20,114,279	₱15,723,980	₱37,685,681
Allowance for credit losses as at January 1, 2022	₱2,975,058	₱3,853,643	₱1,845,581	₱8,674,282
Provision for credit losses	3,421,043	7,523,189	(2,909,585)	8,034,647
Transfers to Stage 2	(5,370,558)	5,370,558	–	–
Transfers 1 to stage 3	(887,166)	(3,125,099)	4,012,265	–
Balances at the end of period	₱138,377	₱13,622,291	₱2,948,261	₱16,708,929

	2021			
	ECL Staging			Total
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	
Gross carrying amount and accrued interest receivables as at January 1, 2021	₱10,203,888	₱5,780,448	₱8,169,219	₱24,153,555
New financial assets originated or purchased	123,917,801	–	–	123,917,801
Financial assets derecognized during the period	(103,886,735)	(6,483,777)	(1,540,223)	(111,910,735)
Transfers to Stage 2	(11,196,528)	11,196,528	–	–
Transfers to Stage 3	(2,609,768)	(2,967,116)	5,576,884	–
Gross carrying amount as at December 31, 2021	₱16,428,658	₱7,526,083	₱12,205,880	₱36,160,621
Allowance for credit losses as at January 1, 2021	₱1,417,823	₱3,459,013	₱1,567,478	₱6,444,314
Provision for credit losses	7,437,608	(4,643,634)	(564,006)	2,229,968
Transfers to Stage 2	(5,486,298)	5,486,298	–	–
Transfers to stage 3	(394,075)	(448,034)	842,109	–
Balances at the end of period	₱2,975,058	₱3,853,643	₱1,845,581	₱8,674,282

Changes in the allowance for credit losses follow:

	2022	2021
Balance at beginning of year	₱8,674,282	₱6,444,314
Provision for credit losses	8,034,647	2,229,968
Balance at end of year	₱16,708,929	₱8,674,282

9. Other Current Assets

This account consists of:

	2022	2021
Prepaid subscription (Note 19)	₱13,140,388	₱10,906,178
Supplies inventory	405,267	800,001
Prepaid expenses	162,138	437,434
	₱13,707,793	₱12,143,613

Prepaid subscription includes prepayment for the initial subscription of capital stock of PHINMA, CARD SME Bank, Inc. and CARD MRI Hijos Tours, Inc.

Supplies inventory represents the cost of unissued and on hand stationaries and office supplies such as papers, journals and toners.

Prepaid expenses pertain to the prepayments for insurance and other expenses.

10. Investment in Associates

Details of the Association's investment in associates follow:

	Nature of business	Place of business	Percentage of ownership	
			2022	2021
CARD MRI Publishing House, Inc. (CMPHI)	Publishing company	Philippines	20.00%	20.00%
CARD MRI Hijos Tours Inc. (CMHTI)	Travel agency	Philippines	20.00%	20.00%

Below is the rollforward of investment in associate account using the equity method of accounting:

	2022	2021
Acquisition cost		
Balance at beginning of the year		
CMPHI	₱100,000	₱100,000
CMHTI	399,995	399,995
Additional investment during the year		
CMPHI	400,000	—
Balance at beginning and end of year		
CMPHI	500,000	100,000
CMHTI	399,995	399,995
Total acquisition cost	899,995	499,995
Accumulated equity in net earnings		
Balance at beginning of year		
CMPHI	875,105	468,964
CMHTI	59,669	(164,465)
Share in net income for the year		
CMPHI	385,022	406,141
CMHTI	555,218	224,134
Balance at the end of the year		
CMPHI	1,260,127	875,105
CMHTI	614,887	59,669
Total accumulated net earnings	1,875,014	934,774
	₱2,775,009	₱1,434,769

The following table illustrates the summarized financial information in the statements of financial position and statements of income of investment in CMPHI and CMHTI:

	CMPHI		CMHTI	
	2022	2021	2022	2021
<i>Statement of Financial Position</i>				
Current assets	₱7,417,455	₱5,897,340	₱4,912,960	₱3,264,671
Noncurrent assets	976,514	266,931	688,384	62,714
Current liabilities	497,797	792,267	490,271	397,366
Noncurrent liabilities	–	312,263	–	583,712
<i>Statement of Income</i>				
Revenue	21,110,428	14,639,421	9,593,620	6,547,428
Cost of sales	10,040,446	6,047,031	2,075,598	2,281,663
Gross income	11,069,982	8,592,390	7,518,022	4,265,765
Cost and expenses	9,212,471	6,102,533	5,246,302	2,867,338
Operating income	1,857,511	2,489,857	2,271,720	1,398,427
Other income	495,172	48,521	79,558	17,470
Income before tax	2,352,683	2,538,378	2,351,278	1,415,897
Provision for income tax	420,222	507,676	434,547	295,228
Net income after tax	₱1,932,461	₱2,030,702	₱1,916,731	₱1,120,669

CMPHI and CMHTI are private companies and there are no quoted market prices available for their shares.

As of December 31, 2022 and 2021, there were no agreements entered into by the associates that may restrict dividends and other capital distributions to be paid, or loans and advances to be made or repaid to or from the Association.

As of December 31, 2022 and 2021, accumulated equity in net earnings amounting to ₱1.88 million and ₱0.93 million respectively, is not available for dividend declaration. The accumulated equity in net earnings becomes available for dividends upon declaration and receipt of cash dividends from the investees.

As of December 31, 2022 and 2021, the Association has no share on commitments and contingencies of its associates.

11. Property and Equipment

The compositions of and movements in this account follow:

Cost	2022										Total
	Land	Land Improvement	Land	Training and School Facilities	Equipment and Library Books	Office Furniture, Fixtures, and Transportation Equipment	Leasehold Improvement	Construction in Progress	Right of Use of Asset		
Balance at beginning of year	₱107,203,966	₱16,342,461	₱190,085,754	₱38,810,336	₱1,367,500	₱1,949,016	₱1,020,545	₱10,966,108	₱367,745,686		
Additions	975,000	—	344,308	4,585,668	—	—	—	528,604	19,778,626		
Transfers	—	—	966,531	276,500	—	—	—	—	—		
Disposals	—	—	—	—	—	—	—	—	—		
Balance at end of year	108,178,966	16,342,461	191,396,593	43,672,504	1,367,500	1,949,016	13,122,560	11,220,824	387,250,424	(273,888)	
Accumulated Depreciation and Amortization											
Balance at beginning of year	—	9,497,554	106,127,909	34,097,940	1,367,400	1,948,716	—	—	9,269,194	162,308,713	
Depreciation and amortization	—	823,609	7,597,401	2,597,702	—	—	—	—	1,222,334	12,041,046	
Disposals	—	—	—	—	—	—	—	—	(273,888)	(273,888)	
Balance at end of year	—	10,321,163	113,725,310	36,495,642	1,367,400	1,948,716	—	—	₱10,217,640	₱174,075,871	
Net Book Value	₱108,178,966	₱6,021,298	₱77,671,283	₱7,176,862	₱100	₱300	₱13,122,560	₱1,003,184	₱213,174,553		

	2021										
	Land	Land Improvement	Land	Training and School Facilities	Equipment and Library Books	Transportation Equipment	Leasehold Improvement	Construction in Progress	Right of Use of Asset	Total	
Cost											
Balance at beginning of year	₱100,259,479	₱10,287,496	₱177,293,561	₱37,429,713	₱1,367,500	₱1,949,016	₱14,942,383	₱9,976,654	₱353,505,802		
Additions	6,944,487	945,004	1,696,218	1,490,117	—	—	2,284,098	1,993,854	15,353,778		
Transfers	—	5,109,961	11,095,975	—	—	—	(16,205,936)	—	—		
Disposals	—	—	—	(109,494)	—	—	—	—	(109,494)		
Adjustment	—	—	—	—	—	—	—	(1,004,400)	(1,004,400)		
Balance at end of year	107,203,966	16,342,461	190,085,754	38,810,336	1,367,500	1,949,016	1,020,545	10,966,108	367,745,686		
Accumulated Depreciation and Amortization											
Balance at beginning of year	—	8,623,336	89,837,988	28,899,919	1,367,400	1,948,716	—	8,068,062	138,745,421		
Depreciation and amortization	—	874,218	16,289,921	5,307,515	—	—	—	1,201,132	23,672,786		
Disposals	—	—	—	(109,494)	—	—	—	—	(109,494)		
Balance at end of year	—	9,497,554	106,127,909	34,097,940	1,367,400	1,948,716	—	9,269,194	162,308,713		
Net Book Value	₱107,203,966	₱6,844,907	₱83,957,845	₱4,712,396	₱100	₱500	₱1,020,545	₱1,696,914	₱205,436,973		

Depreciation expense on property and equipment are presented under the following expense categories:

	2022	2021
Cost of seminars, trainings and other programs (Note 14)	₱3,469,272	₱8,585,945
Senior high school expenses (Note 15)	1,798,899	7,640,778
Tertiary expenses (Note 16)	5,720,016	6,394,267
Administrative expenses	778,971	1,051,796
	₱11,767,158	₱23,672,786

Construction in progress represents the cost of under process development of establishments and improvements of facilities that are utilized by the Association and its branches. As of December 31, 2022, the construction in progress pertains to the construction of building in Buenavista, Agusan del Norte under ACD construction, started during the year and estimated to be completed in 2023. As of December 31, 2021, the construction in progress pertains to the establishment of cookery in Bay Campus started during the year, and renovations of facilities in Tagum Campus started in September 2018, May 2019, and December 2019 that are estimated to be completed in 2022.

As of December 31, 2022 and 2021, there are no contractual commitments for the acquisition of property and equipment.

12. Software Costs

The movements in this account follow:

	2022	2021
Cost		
Balance at beginning and end of year	₱4,921,410	₱4,921,410
Accumulated Amortization		
Balance at beginning of year	3,529,135	2,646,172
Amortization	807,738	882,963
Balance at end of year	4,336,873	3,529,135
Net Book Value	₱584,537	₱1,392,275

The breakdown of amortization expense on software costs follows:

	2022	2021
Cost of seminars, trainings and other programs (Note 14)	₱75,633	₱75,633
Senior high school expenses (Note 15)	366,053	403,665
Tertiary expenses (Note 16)	366,053	403,665
	₱807,739	₱882,963

The Association has capitalized software used in seminars, trainings, and programs and separate capitalized software used by the school offering senior high school programs and college degree. The amortization of the capitalized software is allocated equally into senior high school expenses and tertiary expenses.

13. Accounts Payable and Accrued Expenses, and Funds Held in Trust

This account consists of:

	2022	2021
Financial liabilities		
Accounts payable	₱1,108,833	₱15,637,061
Accrued expenses	3,810,478	3,411,426
	4,919,311	19,048,487
Nonfinancial liabilities		
Withholding tax payable	606,262	440,811
Unearned tuition fee	3,684,718	11,490
Funds held in trust	232,560,297	83,254,550
	236,851,277	83,706,851
	₱241,770,588	₱102,755,338

Accounts payable include the Association's payable to contractors, payable to CHED scholars and statutory payables to Social Security System, Philippine Health Corporation and Home Development Mutual Fund.

Accrued expenses include accrual for vacation leave credits, cash gifts, 13th month pay, and other expenses.

Funds held in trust are donations received by the Association for scholarship fund. This scholarship fund were utilized once the approved scholars enrolled to the Association.

The rollforward analysis of fund held in trust follows:

	2022	2021
Beginning balance	₱83,254,550	₱92,308,843
Donation during the year	235,029,843	54,143,771
Utilization	(85,724,096)	(63,198,064)
Ending balance	₱232,560,297	₱83,254,550

14. Cost of Seminars, Trainings and Other Programs

This account consists of:

	2022	2021
Compensation and employee benefits (Note 18)	₱20,458,387	₱21,981,590
Meals of trainees	4,649,305	87,416
Transportation and travel	4,008,471	1,852,721
Management and professional fees	3,885,062	1,134,253
Information technology	3,562,598	4,447,127
Depreciation (Note 11)	3,469,272	8,585,945
Seminars, meetings and trainings	3,216,468	2,285,224
Supplies and materials	2,787,604	2,321,484
Janitorial, messengerial and security	1,481,362	1,160,997
Room accommodation and function hall	1,455,644	821,692

(Forward)

	2022	2021
Monitoring and evaluation	P1,341,122	P655,178
Operating lease (Note 17)	859,919	2,322,316
Power, light and water	841,502	698,211
Amortization (Note 12)	75,633	75,633
Others	2,007,169	1,697,006
	P54,099,518	P50,126,793

Others include laundry and ironing, insurance, communication and postage, repair and maintenance, periodicals and magazines, representation, library books, miscellaneous, interest expense – right of use, supervision and examination, student trainee, and taxes and licenses.

15. Senior High School Expenses

This account consists of:

	2022	2021
Compensation and employee benefits (Notes 18 and 19)	P5,861,491	P4,867,345
Depreciation (Note 11)	1,798,899	7,640,778
Janitorial, messengerial, security	1,767,300	1,143,936
Power, light and water	1,324,619	469,721
Supplies and materials	648,107	523,381
Transportation and travel	458,040	174,860
Amortization (Note 12)	366,053	403,665
Staff training and development and meetings	351,138	305,143
Operating lease (Note 17)	329,843	728,970
Information technology	322,286	904,553
Management and professional fees	178,634	726,380
Taxes and licenses	85,236	138,015
Others	905,258	245,331
	P14,396,904	P18,272,078

Others include communication and postage, repairs and maintenance, representation, supervision and examination, monitoring and evaluation, insurance, advertising and publicity, miscellaneous, interest expense – right of use, and student trainee.

16. Tertiary Expenses

This account consists of:

	2022	2021
Compensation and employee benefits (Notes 18 and 19)	P21,165,929	P16,914,561
Depreciation (Note 11)	5,720,016	6,394,267
Staff training and development and meetings	1,990,676	738,975
Janitorial, messengerial, security	1,795,975	1,173,147

(Forward)

	2022	2021
Transportation and travel	P1,747,224	P810,347
Supplies and materials	1,498,131	819,918
Power, light and water	1,324,619	470,336
Management and professional fees	1,180,077	1,752,424
Information technology	406,747	984,882
Amortization (Note 12)	366,053	403,665
Operating lease (Note 17)	330,243	778,566
Taxes and licenses	152,386	147,168
Others	2,521,144	1,001,880
	P40,199,220	P32,390,136

Others include communication and postage, repair and maintenance, representation, supervision and examination, monitoring and evaluation, insurance, advertising and publicity, miscellaneous, rental, library books, interest expense – right of use, food, student trainee, and laundry and ironing.

17. Leases

The Association has lease contracts for vehicles and other equipment used in its operations. Leased motor vehicles and equipment have lease terms of one (1) to three (3) years.

The Association's obligations under its leases are secured by the lessor's title to the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Association also has certain leases of motor vehicles and equipment with low value. The Association applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Security deposits booked as other noncurrent assets of the Association amounting to P1.49 million and P2.29 million as of December 31, 2022 and 2021, respectively.

The following are the amounts recognized in the statements of revenue and expenses:

	2022	2021
Depreciation expense of right-of-use assets (Note 11)	P1,222,334	P1,201,132
Interest expense on lease liabilities	49,918	29,817
Expenses relating to short-term leases and low value assets	1,684,359	4,348,582
Total amount recognized in the statements of income	P2,956,611	P5,579,531

The rollforward analysis of lease liabilities follows:

	2022	2021
Beginning balance	P1,707,666	P1,842,231
Additions	528,604	1,993,854
Interest expense	49,918	29,817
Payments	(987,374)	(1,761,800)
Derecognition of terminated contracts	(279,110)	(396,436)
Ending balance	P1,019,704	P1,707,666

Shown below is the maturity analysis of the undiscounted lease payments:

	2022	2021
Within one year	₱951,838	₱1,243,049
Beyond one year	91,475	518,279
Total minimum lease payments	1,043,313	1,761,328
Less amount representing finance charge		
Within one year	(22,861)	(45,792)
Beyond one year	(749)	(7,870)
	₱1,019,704	₱1,707,666

The current and non-current portion of the finance lease liabilities follows:

	2022	2021
Within one year	₱928,978	₱1,197,257
After one year but not more than five years	90,726	510,409
	₱1,019,704	₱1,707,666

18. Retirement Benefits

The Association, CARD MRI Rizal Bank, Inc., CARD Association, Inc, CARD Mutual Benefit Association, Inc., CARD SME Bank, Inc., CARD MRI Insurance Agency, Inc., CARD Business Development Service Foundation, Inc., BotiCARD, Inc., CARD Employees Multi-Purpose Cooperative, Responsible for Investments and Solidarity Empowerment Financing Association, Inc., CARD MRI Information Technology, Inc., CARD, Inc., Mga Likha ni Inay, Inc. and other related parties maintain a funded and formal noncontributory defined benefit retirement plan – a multi-employer retirement plan (MERP or the Plan) – with CARD MERP covering all of their regular employees and CARD Group Employees’ Retirement Plan (Hybrid Plan) applicable to employees hired on or after July 1, 2016. The Plan is valued using the projected unit cost method and is financed solely by the Association and its related parties.

MERP is valued using the projected unit cost method and is financed solely by the Association and its related parties. MERP provides lump sum benefits equivalent to up to 120% of final salary for every year of credited service, a fraction of at least six (6) months being considered as one whole year, upon retirement, death, total and permanent disability, or voluntary separation after completion of at least one year of service with the participating companies.

In addition to the Association’s defined benefit retirement plan, the Association also operates defined contribution plan referred to as “Hybrid Plan” which provides a retirement benefit equal to 100% of the member’s employer accumulated value (the Association’s contributions of 8% plan salary to Fund A plus credited earnings) and 100% of the member’s employee accumulated value (member’s own contributions up to 10% of plan salary to Fund B plus credited earnings), if any, provided that in no case shall 100% of the employee accumulated value in Fund A be less than 100% of plan salary for every year of credited service.

The Association has 69 and 55 employees which are part of Hybrid Plan as at December 31, 2022 and 2021, respectively.

The date of the latest actuarial valuation report for MERP and Hybrid Plan is December 31, 2022. The amounts recognized in the statement of assets, liabilities, and fund balance follow:

	2022	2021
Present value of defined benefit obligation	(P 30,959,486)	(P39,162,351)
Fair value of plan assets	39,818,489	41,811,008
Effect of asset ceiling	(1,416,849)	(135,700)
Retirement asset	P7,442,154	P2,512,957

The amounts included in the statements of revenue and expenses and changes in fund balance follow:

	2022	2021
Current service cost	P2,476,807	P2,108,311
Interest income on plan asset	(2,027,585)	(1,407,632)
Interest on effect of the asset ceiling	6,880	9,616
Interest expense on DBO	1,985,531	1,095,835
Retirement expense	P2,441,633	P1,806,130

The movements in the net retirement asset follow:

	2022	2021
Balance at beginning of year	P2,512,957	P4,179,247
Contributions paid by employer	4,500,095	4,073,054
Net retirement expense	(2,441,633)	(1,806,130)
Remeasurement loss recognized during the year	2,870,735	(3,933,214)
Balance at end of year	P7,442,154	P2,512,957

The movements in the present value of pension obligation follow:

	2022	2021
Balance at beginning of year	P39,162,351	P28,611,891
Remeasurement loss	(4,526,710)	3,998,176
Current service cost	2,476,807	2,108,311
Interest cost	1,985,531	1,095,835
Benefits paid	(8,236,836)	(1,562,312)
Transfers to the plan	98,343	4,910,450
Balance at end of year	P30,959,486	P39,162,351

The movements in the fair value of plan assets follow:

	2022	2021
Balance at beginning of year	P41,811,008	P33,042,200
Interest income	2,027,585	1,407,632
Remeasurement loss	(381,706)	(60,016)
Contributions paid by employer	4,500,095	4,073,054
Benefits paid	(8,236,836)	(1,562,312)
Transfers to the plan	98,343	4,910,450
Balance at end of year	P39,818,489	P41,811,008

Remeasurement gain on retirement plan follows:

	2022	2021
Beginning balance	₱1,089,184	₱5,022,398
Actuarial gain	4,526,710	(3,998,176)
Remeasurement gain on plan assets	(381,706)	(60,016)
Effect of asset ceiling	(1,274,269)	124,978
	2,870,735	(3,993,214)
Ending balance	₱3,959,919	₱1,089,184

The fair value of plan assets, gross of effect of asset ceiling, by each class as at the reporting date is as follows:

	2022	2021
Cash and cash equivalents	₱6,526,251	₱17,033,805
Debt instruments - government securities	29,405,954	20,290,882
Loan receivables	3,340,771	3,537,211
Other assets	545,513	949,110
	₱39,818,489	₱41,811,008

All plan assets do not have quoted prices in an active market except for government securities. Cash and cash equivalents are deposited in reputable financial institutions and related parties and are deemed to be standard grade. Other assets are composed of mutual fund, investment in equity securities loans, fair value adjustments, accrued receivables, net of payable and they are unrated.

The plan assets have diverse investments and do not have any concentration risk other than those in government bonds which are of low risk.

The overall investment policy and strategy of the Association's defined benefit plans is guided by the objective of achieving an investment return which, together with contributions, ensures that there will be sufficient assets to pay pension benefits as they fall due while also mitigating the various risk of the plans.

The cost of defined retirement plan as well as the present value of the defined benefit obligation is determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining pension for the defined benefit plans are shown below:

	2022	2021
Discount rates		
January 1	5.07%	3.83%
December 31	7.24%	5.07%
Future salary increases	5.00%	5.00%

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:

	2022		2021	
	+1.0%	-1.0%	+1.0%	-1.0%
Discount rate	(₱2,737,811)	₱3,173,867	(₱3,321,304)	3,909,235
Salary rate	3,213,915	(2,816,931)	3,872,011	(3,352,810)

The Association plans to contribute ₱4.20 million to the defined benefit retirement plan in 2023. As at December 31, 2022, the average duration of defined benefit obligations is 9.5 years.

Shown below is the maturity analysis of the undiscounted benefit payments:

	2022	2021
Less than 1 year	₱2,281,356	₱10,272,065
More than 1 year to 5 years	10,814,923	8,363,003
More than 5 years to 10 years	20,886,639	17,204,261
More than 10 years to 20 years	55,179,379	46,023,773
More than 20 years to 30 years	60,352,666	58,883,465
	₱149,514,963	₱140,746,567

19. Related Party Transactions

In the ordinary course of business, the Association transacts with related parties. Related parties include associates and officers hold key management positions. Transactions with such parties are made in the ordinary course of business and on substantially same terms, including interest, as those prevailing at the time for comparable transactions with other parties. These transactions are made substantially on the same terms as other individuals and business of comparable risks and are generally settled in cash.

Transactions with the retirement plan

Under PFRSs, certain post-employment benefit plans are considered as related parties.

CARD-MRI's MERP is a stand-alone entity assigned in facilitating the contributions to retirement starting 2005.

Remunerations of Trustees and other Key Management Personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Association, directly or indirectly. The Association considers the members of the board of trustees and senior management to constitute key management personnel for purposes of PAS 24, *Related Party Disclosure*.

The compensation of key management personnel included under 'Compensation and employee benefits' in the statements of revenue and expenses are as follows:

	2022	2021
Short-term employee benefits	₱12,119,054	₱11,922,051
Post-employee benefits	2,726,958	2,170,630
	₱14,846,012	₱14,092,681

Other related party transactions

Transactions between the Association and its key management personnel meet the definition of related party transactions. Transactions between the Association and its associates.

Related party transactions and balances as at and for the years ended December 31, 2022 and 2021 are as follows:

December 31, 2022			
Category	Amount/ Volume	Outstanding Balance	Nature, Terms and Conditions
Other related parties			
Receivable		₱5,189	Outstanding balance related to trainings and seminars, non-interest bearing, unsecured, payable on demand.
Additions	₱133,125,190		
Payment	(133,144,367)		
Prepaid subscription		13,140,388	Advance payment for share subscription in PHINMA, CSME, and CMHTI.
Investment in associate		2,775,009	Investments in CMPHI and CMHTI with 20.00% ownership each.
Share in net income	940,239		Income derived from the Association's investment in associate
December 31, 2021			
Category	Amount/ Volume	Outstanding Balance	Nature, Terms and Conditions
Other related parties			
Receivable		₱24,366	Outstanding balance related to trainings and seminars, non-interest bearing, unsecured, payable on demand.
Addition	₱86,750,309		
Payment	(87,082,424)		
Prepaid subscription		10,906,178	Advance payment for share subscription of CMPHI, PHINMA and Matapat Holdings, Inc.
Investment in associate		1,434,769	Investments in CMPHI and CMHTI with 20.00% ownership each.
Share in income	630,275		Income derived from the Association's investment in associate

20. Notes to Statements of Cash Flows

The following is the summary of noncash activities in 2022 and 2021:

	2022	2021
Non-cash investing activities:		
Additions to property and equipment through lease contracts (Note 11)	₱528,604	₱1,993,854

The following table shows the reconciliation analysis of liabilities arising from financing activities for the year ended December 31, 2022 and 2021

	2022		
	Fund held in trust	Lease liabilities	Liabilities arising from financing activities
Balances at beginning of year	₱83,254,550	₱1,707,666	₱84,962,216
Cash flows	235,029,843	(987,374)	234,042,469
Non-cash activities			
Income recognized from funds held in trust	(85,724,096)	–	(85,724,096)
New lease contracts entered during the year (Note 17)	–	528,604	528,604
Amortization on interest expenses (Note 17)	–	49,918	49,918
Derecognition of terminated contracts (Note 17)	–	(279,110)	(279,110)
Balances at end of year	₱232,560,297	₱1,019,704	₱233,580,001
	2021		
	Fund held intrust	Lease liabilities	Liabilities arising from financing activities
Balances at beginning of year	₱92,308,843	₱1,842,231	₱94,151,074
Cash flows	54,143,771	(1,761,800)	52,381,971
Non-cash activities			
Income recognized from funds held in trust	(63,198,064)	–	(63,198,064)
New lease contracts entered during the year (Note 18)	–	1,993,854	1,993,854
Amortization on interest expenses (Note 18)	–	29,817	29,817
Derecognition due to termination of contracts	–	(396,436)	(396,436)
Balances at end of year	₱83,254,550	₱1,707,666	₱84,962,216

21. Approval of the Release of the Financial Statements

The Association's financial statements of the Association were authorized for issue by the BOT on April 28, 2023.

22. Supplementary Information Required under Revenue Regulations 15-2010

The Association reported and/or paid the following types of taxes in 2022:

Taxes and Licenses

Taxes and licenses in 2022 recorded as 'Taxes and licenses' in the statement of revenue and expenses consist of:

Real property tax	₱323,007
Business permits and licenses	39,362
Community tax certificate	957
Annual registration	1,000
Others	949,792
	<u>₱1,314,118</u>

Withholding Taxes

The following withholding taxes are categorized into:

	Paid	Payable
Withholding tax on compensation	₱1,627,509	₱445,060
Expanded withholding tax	1,307,336	161,202
	<u>₱2,934,845</u>	<u>₱606,262</u>

Tax Assessments

As at December 31, 2022 and December 31, 2021, there are no outstanding tax assessments and tax cases under investigations, litigations nor prosecution in courts or bodies outside the BIR.



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