

**LIST OF NDC SUBSIDIARIES AND AFFILIATES**

| Subsidiaries and Affiliates                                        | Addresses                                                                                                                                                          |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SUBSIDIARIES</b>                                                |                                                                                                                                                                    |
| <b>OPERATIONAL</b>                                                 |                                                                                                                                                                    |
| 1 Batangas Land Company, Inc.                                      | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 2 First Cavite Industrial Estate, Inc.                             | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 3 GY Real Estate, Inc.                                             | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 4 Kamayan Realty Corporation                                       | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 5 Philippine International Trading Corporation                     | 5/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 6 Pinagkaisa Realty Corporation                                    | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| <b>NON-OPERATIONAL</b>                                             |                                                                                                                                                                    |
| 7 First Centennial Clark Corporation                               | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 8 NDC - Philippine Infrastructure Corporation                      | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| <b>FOR DISSOLUTION</b>                                             |                                                                                                                                                                    |
| 9 Luzon Stevedoring Corporation                                    | Tacoma and 2nd Streets, Port Area, Manila                                                                                                                          |
| <b>WINDING UP</b>                                                  |                                                                                                                                                                    |
| 10 Manila Gas Corporation                                          | 7/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| <b>AFFILIATES</b>                                                  |                                                                                                                                                                    |
| <b>OPERATIONAL</b>                                                 |                                                                                                                                                                    |
| 11 ASEAN Bintulu Fertilizer SDN. BHD.                              | Level 67, Tower 1, Petronas Twin Towers, Kuala Lumpur City Centre, 50088 Kuala Lumpur, Malaysia                                                                    |
| 12 LIDE Management Corporation                                     | Administration Building, Gate 1, Leyte Industrial Development Estate, Isabel, Leyte                                                                                |
| 13 Manila Exposition Complex, Inc.                                 | 17/F Robinsons Summit Center, 6783 Ayala Avenue, Makati City                                                                                                       |
| 14 Manila HealthTek, Inc.                                          | 195 Mayor Gil Fernando Avenue, Sta. Elena, Marikina City                                                                                                           |
| 15 Philippine Mining Development Corporation                       | 3001B & C West Tower, Philippine Stock Exchange Center Ortigas Center, Pasig City                                                                                  |
| 16 Philippine Pharma Procurement Inc.                              | Penthouse NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                        |
| 17 San Carlos Bioenergy, Inc.                                      | 14/Floor, Net One Center, 3rd Avenue Corner 26th Street, E-Square, Crescent Park West, Bonifacio Global City, Taguig                                               |
| 18 Science Park of the Philippines, Inc.                           | 17/F Robinsons Summit Center, 6783 Ayala Avenue, Makati City                                                                                                       |
| <b>NON-OPERATIONAL</b>                                             |                                                                                                                                                                    |
| 19 First International Document Masters, Inc.                      | c/o Riverside College, Inc. 24 Dr. Pablo Torre Street, Bacolod City                                                                                                |
| 20 Menzi Development Corporation                                   | c/o Privatization Management Office                                                                                                                                |
| 21 Metro Hospital Waste Conversion                                 | 4522 Bataan Street Tambo, Paranaque, Metro Manila                                                                                                                  |
| 22 Paper Industries Corporation of the Philippines                 | 2/F Moredel Building, 2280 Pasong Tamo Extension, Makati City                                                                                                      |
| 23 Philippine Dockyard Corporation                                 | Malate, Manila                                                                                                                                                     |
| 24 PHIVIDEC Industrial Estate                                      |                                                                                                                                                                    |
| 25 San Jose Oil Company                                            |                                                                                                                                                                    |
| 26 Triad Asia, Ltd.                                                |                                                                                                                                                                    |
| 27 UP-NDC Basilan Plantations, Inc.                                | 8/F NDC Bldg., 116 Tordesillas St., Salcedo Village, Makati City. C/O Office of the VP for Business Development UP Admin Building, UP Campus, Diliman, Quezon City |
| <b>FOR DISSOLUTION</b>                                             |                                                                                                                                                                    |
| 28 Alabang-Sto. Tomas Development, Inc.                            | 6/F NDC Building 116 Tordesillas Street, Salcedo Village, Makati City                                                                                              |
| 29 Interbank Venture Capital Corporation                           | Union Bank of the Philippines, 5/F SSS Building., Ayala Avenue, Makati City                                                                                        |
| 30 P.T. Asean Aceh Fertilizer Corporation                          | Krueng Geukueh PO Box 09, Lhokseumaue, Aceh, Utara, Indonesia                                                                                                      |
| 31 Philbancor Venture Capital Corporation                          | c/o Metropolitan Bank & Trust Co., Metrobank Building Sen. Gil Puyat Avenue, Makati City                                                                           |
| 32 Resort Hotels                                                   |                                                                                                                                                                    |
| 33 Veterans Venture Capital Corporation                            | c/o Veterans Outpatient Center, Veterans Center, Taguig                                                                                                            |
| <b>UNDER RECEIVERSHIP</b>                                          |                                                                                                                                                                    |
| 34 National Steel Corporation                                      | 27/F, 88 Corporate Center, Valero corner Sedeno Street, Makati City                                                                                                |
| 35 Refractories Corporation of the Philippines                     | 12/F, Prestige Tower, Emerald Avenue, Ortigas Center, Pasig City                                                                                                   |
| <b>PRE-OPERATING</b>                                               |                                                                                                                                                                    |
| 36 ASEAN Potash Mining Corporation                                 | TRC Building, No. 8, Sukhaphiban 5 Soi 32, Tha Raeng, Bang Khen District, Bangkok 10220, Thailand                                                                  |
| <b>OTHERS</b>                                                      |                                                                                                                                                                    |
| <b>SHARES OF STOCK ACQUIRED FROM LUZON STEVEDORING CORPORATION</b> |                                                                                                                                                                    |
| 37 LSCO - PDCP                                                     |                                                                                                                                                                    |
| 38 LSCO - PLDT                                                     |                                                                                                                                                                    |
| 39 LSCO - Republic Planters Bank                                   |                                                                                                                                                                    |